

# *Sales* MANAGEMENT

## **FORECASTS:**

Sales prospects for 97 industries in the first quarter. See page 98.

## **MARKET DEVELOPMENT:**

How Quaker Oats nurses a stepchild industrial product to volume and profits. See page 37.

## **DEALER RELATIONS:**

With an assist from Crane, plumbers are becoming merchants. See page 44.

## **ADVERTISING:**

Why General Foods will make a large investment in television in 1948. See page 53.



**25 CENTS**

**January 1, 1948**



*"Does this represent  
our entire budget, Judson?"*

**Judson** (*in defense*): "If we're going to stick to our budget and still use big magazines, we'll have to rock along with a page or two, instead of our full schedule. Isn't that the best we can do?"

**Chairman** (*in rebuttal*): "That depends upon whether you're talking about advertising or a flash merchandising scheme. Are we planning to build customers for our product, or is this just a gag to stock dealers?"

"If we can only touch lightly in 4 or 5 million homes, then I'd be for going into a monthly like REDBOOK and doing a *strong selling job* on 1,850,000 families.

"From what I hear, it's one of the most responsive audiences in America. Furthermore, REDBOOK costs per 1,000 are down — not up! And I suspect that REDBOOK readers are free-spenders because the majority of them are under 35.

Remember how your family used up every cent you had, when you were that age?

"We could do a fine job on that crowd with pages in every other issue for \$22,050. And that beats all the flash merchandising gags ever invented."



# REDBOOK





*In Philadelphia—nearly everybody reads The Bulletin*

*The Sunday Bulletin — first issue  
published February 9, 1947*

JANUARY 1, 1948

# *Sales* MANAGEMENT

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# Announcing!

THE NEW 1948  
CESSNA 140 AND 120



## MAGIC CARPETS To Profits and Pleasure

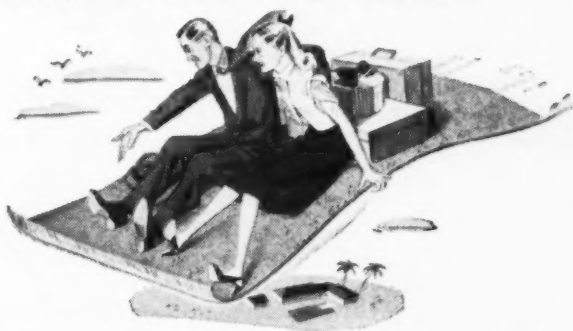
**1. Now 90 horsepower**—in the new Cessna 140—for shorter take-offs, faster rate of climb, greater cruising speed (over 105 m. p. h.)... at lower RPM's! And that means quieter operation. Yes, more than ever, Cessna is the practical cross-country plane... fast, rugged, reliable!



**3. Business trips are fun** (and profitable)—vacations more relaxing—in these new Cessnas. They're easy to fly! Cessna's Patented Safety Landing Gear smoothes the roughest runways. And the 140 has full-range wing flaps for super-safe shortfield landings. See the 1948 Cessnas!

The 120 is essentially the same as the 140 pictured above but has an 85-h.p. engine, less luxurious interior and is not equipped with starter, generator, battery and flaps. Both are rugged all-metal-structure airplanes with ranges of over 450 miles. See your Cessna dealer.

Also see the new Cessna 195 and 190: Practical, 4-5 place personal and company airliners! All metal. Every safety and comfort feature! Cruising speed—over 160 m. p. h. Range—over 700 miles! Famous Cessna cantilever wing construction. See them now!



**2. Interiors are even more luxurious.** Beautiful two-tone upholstery, handsome new instrument panels, air foam seats help make every minute of every trip a pleasure. Directional ventilation, too! And smart, new striping on Cessna's silvery all-metal fuselage reflects speed and quality styling!



### MAIL THIS COUPON NOW...

Cessna Aircraft Co., Dept. SM, Wichita, Kansas  
Please send free literature giving complete description of the Cessna 190, 195 ☐ Cessna 120, 140 ☐  
Additional material for model builders ☐

Name

Street No.

City

County  State



# Let *Telechron* electric clocks help widen your market



With an appealing trade-mark on the illuminated dial, Telechron Advertising Clocks help Piggly Wiggly stores build goodwill. Accurate time service holds the interest of old customers, draws the attention of new ones.

Telechron Advertising Clocks never lose their punch — they're bright and arresting after years of service. Customers see your trade-mark, sales message, slogan or product likeness 24 hours a day.

The clock's cost to you is remarkably low — *less than a dime a month*. Even this can be recaptured with a self-liquidating promotion.

You can choose from a wide selection of dial colors and patterns to suit your purpose. Clocks are available in all standard voltages and frequencies. Precision building and exclusive Telechron oiling system assure long, low-cost service. Write today for free descriptive folder. Special Clock Division, Dept. N, Telechron Inc., Ashland, Massachusetts.



## YOUR SURVEY of the Typical American City awaits your request Burlington, Vermont

and its four pages of up-to-date market data of a self-contained market, and isolated distributing center, is ready for you. Write or phone nearest Small, Brewer and Kent, Inc., office.

This corner of New England stands Seventh  
in U. S. in sales per family in food stores.

*The Burlington Free Press*

COVERS THE FIELD



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January 1, 1948 Volume 60 No. 1



SALES MANAGEMENT



... First by far

The Evening Star





WITH SUNDAY MORNING EDITION  
WASHINGTON 4, D. C.

in the Nation's Capital

A.A.A.A. \* WASHINGTON SURVEY  
REVEALS THAT:

# Daily and Sunday in Washington, D. C.

## You Reach More Homes In The Top Three Income Brackets with The Star Than You Reach with Any Other Paper

The Survey showed an estimated 385,600 homes	
	
20,400 of them were in Group A (The "Prosperous" Group)	99,500 of them were in Group B (The "Upper Middle Class")
	
217,900 of them are in Group C (The "Great Middle Class")	47,800 of them are in Group D (The "Poor")

	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
DAILY										
SUNDAY										
The Evening Star was reported present in 74.3% or 15,000 of the A homes; The Sunday Star in 73.8% or 15,100 of the A homes.										
DAILY										
SUNDAY										
The Evening Star was reported present in 69% or 68,800 of the B homes; The Sunday Star in 70.8% or 70,300 of the B homes.										
DAILY										
SUNDAY										
The Evening Star was reported present in 51.5% or 112,400 of the C homes; The Sunday Star in 55.3% or 120,600 of the C homes.										

### FACTS NO. 1, 2, 3, 4, 5, 6, 7 AND 8 TO REMEMBER ABOUT THE WASHINGTON MARKET:

Daily & Sunday in Washington, D. C.,  
you reach

- more people
- more people with money to spend
- more women
- more men
- more heads of families
- more homes
- more readers per copy
- more homes in the  
top 3 income brackets

with The Star than you reach with any  
other paper.

—more home coverage in all  
three important groups than that of  
any other Washington paper.

\* © 1946, American Association of Advertising Agencies

REPRESENTED NATIONALLY BY:

DAN A. CARROLL, 110 E. 42ND ST., NEW YORK CITY  
THE JOHN E. LUTZ CO., TRIBUNE TOWER, CHICAGO

# Who ever heard of a 10% Response?

*This advertisement was written  
Dec. 10th - the response now is 287,173*



**Over one tenth of Woman's Day's  
3,000,000 readers send twenty  
cents for this crochet booklet**

## THE FACTS

**Item:** A 64 page booklet of crochet instructions.

**How much:** Twenty cents a copy, postpaid.

**Where offered:** An advance notice in the September 1947 issue of Woman's Day; an announcement accompanying 8 pages of crochet material in the October issue; a reminder in the November and December issues of Woman's Day.

Rate of Response:	Weekly	Cumulative
Week ending September 5	11,241	11,241
Week ending September 12	13,185	24,426
Week ending September 19	13,371	37,797
Week ending September 26	15,814	53,611
Week ending October 3	44,133	97,744
Week ending October 10	48,804	146,548
Week ending October 17	34,598	181,146
Week ending October 24	25,961	207,107
Week ending October 31	19,188	226,295
Week ending November 7	16,943	243,238
Week ending November 14	14,072	257,310
Week ending November 21	10,678	267,988
Week ending November 28	7,189	275,177
Week ending December 5	7,219	282,396

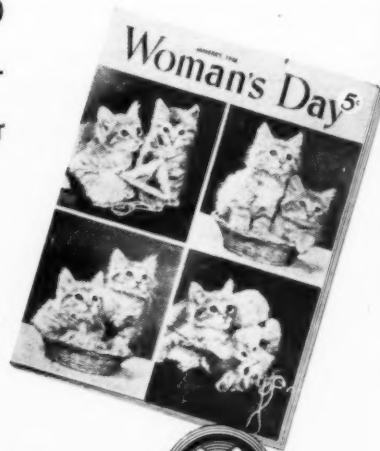
**Where will it stop?** Requests still coming in at 1000 a day point to a total of more than 330,000.

**Where do these women live?** Strangely enough, they are urban rather than rural. The country's biggest cities produced more than their share of responses.

**Would you like a breakdown?** Under the direction of Elmo Roper, a breakdown is being made on the pattern of the J. Walter Thompson market areas. This breakdown will be available shortly. Advertisers and their agents may have copies on request.

So far 280,000 readers have sent 20c for their copies. Requests are still coming in at 1000 a day. When they taper off the total will exceed 330,000.

It's an old story to us. The women who read Woman's Day have always responded overwhelmingly to its editorial pages ... and to its advertising pages as well: ask any of the 281 advertisers who this year invested \$4,190,000 in 1,456 advertisements to tell their story in its pages.



**Woman's Day**  
THE *Respons-able* WOMEN'S SERVICE MAGAZINE

THE  MAGAZINE  
SALES MANAGEMENT

for **COLORFUL TRADEMARKS**

**TRUCK LETTERING • PICTORIALS**

**PRODUCT DECORATIONS**



# MEYERCORD DECALS

**WINDOW SIGNS • VALANCES**



## COLORFUL DECAL SPOT WINDOW SIGNS SPUR SALES AT POINT-OF-PURCHASE

Meyercord Decal signs do a colorful selling job on dealer store windows, back-bars, mirrors, counters and doors. They're durable, washable and can be produced in any colors or size. Write for brochure illustrating use of Decal Signs.



## TRUCK DECALS CONVERT "COST-FREE" PANEL SPACE OVERNIGHT INTO MOBILE BILLBOARDS

Economical for a dozen trucks or a thousand! Overnight application saves out-of-service loss. Investigate the advertising value of Meyercord's weather-tested, durable Truck Decals. Write for brochure.



## ADVERTISERS! FLEET OWNERS!

A limited supply of these Meyercord Decal Window Sign and Truck Decal full-color brochures are available free to executives concerned with advertising and fleet operation. They show how and where to use Decals. Mention brochure desired when writing. Company letterheads, please. Address Department 42-1.

JANUARY 1, 1948

*Every  
Business  
Can Use  
Meyercord  
Decals*

## DECALS OFFER DURABLE LOW-COST IDENTIFICATION

Decal trademarks, operating instructions, patent data, etc., are easily and quickly applied on any commercial surface—in any colors or size desired. Simple Meyercord adhesive methods are adaptable to high speed production lines. Free technical service on request.



## COLORFUL DECAL DECORATIONS STEP-UP PRODUCT EYE APPEAL

Hundreds of stock designs are available. Exclusive designs on request. Easily applied at a fraction of hand-painting time and cost on wood, metal, plastic or glass. Washable. Durable. Write for free decorating information.

*Founder-Member Lithographic Technical Foundation*

**The MEYERCORD Co.**

World's Largest Decal Manufacturer

5323 W. LAKE ST.

CHICAGO 44, ILL.



# The Human Side

## THE RHEINGOLD MAIDENS

They elected another Miss Rheingold the other day. She's the eighth. The first was Jinx Falkenburg. For hitting the modeling jackpot Miss Pat Quinlan, whose Mother claims she was a homely baby, a 20-year old, who's only been posing before cameras a couple of months, gets a six-weeks vacation in Hollywood, a tidy stack of dollar bills, her face and name practically everywhere, and the chance to wear some upper-bracket glad-rags.

We are writing along under the assumption that you know all about Miss Rheingold . . . you know, that is, unless you've been hermetically sealed or have had eye trouble for the past seven years. Miss Rheingold is sort of the trade mark for Liebmann Breweries which make, naturally, Rheingold beer. Some seven years ago the brewery decided it would be smart to use only one model that year to advertise its product. At that point Rheingold was 14th in the lager sale list. During the year, however, sales began to climb. Whether it was Miss Rheingold's fault is difficult to decide. Suffice to say the beer rates fourth in sales now, and what with Miss Rheingold proclaiming from magazines, outdoor advertising, subway posters and newspapers that "her beer is Rheingold," she is as much a household word as Rinsowhite.

It's logical that 2,000 models every year fight, scratch and claw their way up to the try-off elimination when it comes time to choose the new Miss Rheingold. To a model, being named Miss Rheingold is a sort of photographic Croix de Guerre. It doesn't surprise the judges a whit that a veritable avalanche of pulchritude turns up at the Waldorf on a hot July day each year to display their charms and hope and hope and hope. The fact that each of the hopefuls is probably passing up a \$50 modeling day to be there is not even considered. World War II had its V-Day; the modeling world has its R-Ray. And each of the 2,000 beauts would sooner be photographed with a cold in the head as to be winnowed out in the first elimination.

Foote, Cone and Belding, which handles the lucrative Rheingold account, tells us that last year it took days to complete the initial elimination. There were seven judges. Philip Liebmann, vice-president in charge of public relations and advertising for Liebmann Breweries, headed the committee. Paul Hesse, the photographer who does all the pictures of Miss Rheingold, was another judge. A group from the agency, art directors and account executives, finished off the panel. All day they "wearily" reviewed these smiling (some slightly desperately) contestants, weeding out one here, asking another to stand aside there.

Many were called but few were chosen. And a goodly percentage fell by the wayside because of technical qualification. There was, actually, only one iron-bound rule: Each contestant had to be a *bona fide* registered model. But the judges were looking for two things: a pretty

face which photographed well, and a certain natural, "American-girl" look.

At the end of three days the panel had selected the six from whom the year's winner would be chosen by that most critical of all audiences—the American people.

In August Rheingold got its machine rolling. Salesmen from Leibman distributed ballot boxes; on the top of each was a poster with the phizzes and names of the six Chosen Ones. More than 20,000 of the boxes, with ballot pad attached, were sent to the Rheingold outlets. The voting, it is shameful to say, in the New York area alone was greater than any local political election of a typical year. More than 2,500,000 votes were cast. Every several days guards picked up the boxes and delivered them to the Horace Namm organization which, as certified public accountants, did the tabulations. (Foote, Cone and Belding are only too happy to have the responsibility removed from their shoulders. Each year some 10,000 people rise up and scream "fraud" at the announcement of the winner.)



BEER BEAUTS . . . They all wanna be Miss Rheingold. (right) Winner—Pat Quinlan.



This year when the votes were counted, Miss Quinlan was found to be the winner by almost overwhelming majority. Rheingold immediately set Sophie of Saks Fifth Avenue to work designing and building a complete wardrobe around her. When it was finished Pat Quinlan went off to Hollywood, where for six weeks she was photographed by Hesse who does the entire year's quota of pictures in that brief span then holes up 'til the next August when he starts all over with another Miss Rheingold. In the meantime Miss Rheingold goes back to modeling, with one exception, for other people. When she's chosen she signs a contract which forbids her from posing for any other beverage for two years.

SALES MANAGEMENT





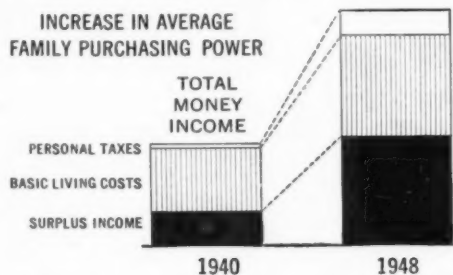
Our population is now increasing about 225,000 every month!

# *One out of three American families* *is a NEW\* family...*

## **\* 14 MILLION MARRIAGES**

Since 1940, the number of family units has gone up to 39,625,000. Of these, over one third are NEW families since 1940.

Taken all together, American families on the average have more than twice as much money to spend or to save!



The family margin for "discretionary spending or saving" is up 214% over 1940... even after adjustments which deduct personal taxes and basic living costs to maintain 1940 standards of living. This average \$2378 per family, available either to add to savings, or to raise the basic standard of living, or to increase purchases of other goods and services. Whether people buy your brand, or your kind of product, or something entirely different is the No. 1 challenge to every American enterprise.

## **HOW will they live? WHAT will they buy?**

**I**F you dig into the figures for the estimated U. S. population in 1948, you will find a significant but often overlooked fact: of the total of nearly 40 million families, *one third* are family units formed since 1940! *Most of these families only now are becoming able to establish themselves firmly, and to buy the things they want and can afford...*

For many, 1948 will be the decisive year in fixing their pattern of life. Goods are in the stores again. Families have more money to spend... even after higher taxes and higher prices. But in these new families the scale of living values is not yet fixed. Brand loyalties are unformed. Many don't *know* of new products and services! Here is a new challenge to the *educational* force of advertising.

These and other significant new facts have been summed up in a provocative report, "Market Potentials for 1948," by Arno Johnson, Director of Research of the J. Walter Thompson Company, in the January issue of the *HARVARD BUSINESS REVIEW*. We shall be glad to send you a reprint without obligation. J. Walter Thompson Company, 420 Lexington Avenue, New York 17, N. Y.

There are 22 J. Walter Thompson offices strategically located throughout the world. . . . *In North America*: New York, Chicago, Detroit, San Francisco, Seattle, Los Angeles, Hollywood, Mexico City, Montreal, Toronto, and the Latin-American Division in New York. . . . *In South America*: Buenos Aires, São Paulo, Rio de Janeiro, Santiago. . . . *In*: London, Antwerp, Johannesburg, Capetown, Bombay, Calcutta, Sydney, Melbourne.

Get that  
**NEW LOOK**  
at Newark, N. J.



**Electric Power for Industry**

(Kilowatt hrs. sold in OCTOBER)

**48,857,000**

Same month, 1946:

**48,315,818**

Back in 1940:

**35,931,000**



By the way . . . three days before she took a train to California this Fall, Miss Quinlan up and got married. She claims she's confused. In one month she had three names—Quinlan, Rheingold and Walker.

It won't matter, Foote, Cone and Belding told her. Better than 100,000,000 people know her simply as Miss Rheingold.

**PROMOTION MARRIAGE**



Who said cooperation isn't possible between manufacturers? Sure it is—wherever there's a profit. (Note to the N.A.M.: we mean that in the nicest way.) For instance, a neat little arrangement—worked out in time for Christmas by two well-known organizations, Sylvania Electric Products Co., and Dennison Manufacturing Co. hopped up sales for both companies and

made a lot of customers' homes the brighter for the union.

These two concerns pooled their know-how and ingenuity and came up with a series of colorful and unusual new decorating ideas for the Yule season and for other special occasions throughout the year. Sylvania made fluorescent Christmas tree lights and Dennison completed the designs with special crepe paper. The designs built around cool-burning, round fluorescent bulbs of pastel blue, green, yellow, coral and orchid colors can be used throughout the house at Christmas time and for special occasions during the year.

Some of the designs: For a New Year's buffet setting, a paper clown jumping through a ring of vari-colored bulbs. As a table centerpiece this Christmas design can be tinkered with to provide a festive setting for practically any other occasion: a string of the lights set in a large star and decorated with crepe paper to resemble the faces and heads of carolers. Other designs may be used to trim up mantels and doors.



PAPER DOLLIES . . . by Sylvania and Dennison, for gala days.

Two years ago Sylvania introduced its fluorescent Christmas tree lights. These could be used only indoors. This year, however, the company offered the lights in both in and out-of-doors strings. Fine, in plain colors.

**SALES MANAGEMENT**

The Same People Who Hear  
**EVENING** Radio Programs



# Read **EVENING** Newspapers

Radio time doesn't just *happen* to cost more after 6 P. M. That's when people are at home . . . relaxed, receptive and responsive.

These same people read *evening newspapers* . . . and read them in the same frame of mind. Their daily work ended, they digest your sales message . . . and buy your product.

With the largest daily circulation in Indiana history, *The Indianapolis News* exerts the most powerful influence in this predominantly *evening newspaper* market. And what a market . . . 62% above the national average in effective buying income! In Indianapolis and the 33 surrounding counties, *The Indianapolis News* is a standout!



## THE INDIANAPOLIS NEWS



**FIRST** IN DAILY CIRCULATION

**FIRST** IN DAILY ADVERTISING

**FIRST** IN THE HEARTS OF HOOSIERDOM

DAN A. CARROLL, 110 E. 42nd St., New York 17 • The JOHN E. LUTZ CO., 435 N. Michigan Ave., Chicago 11 • JOS. F. BREEZE, Bus. Mgr., Indianapolis 6  
JANUARY 1, 1948



# The 5<sup>th</sup> cover sells flour



**\*We know THIS WEEK sells flour — we've used it since it started publishing in 1935. For the past two years THIS WEEK has carried the ball for Sno Sheen, and has proved to us that the women read it, the grocers like it, and most of all — the cash register feels it.**

**—Robert J. Keith,  
Advertising Director,  
Pillsbury Mills, Inc.**

# The 5<sup>th</sup> cover sells furniture



**\*"After careful consideration, we selected THIS WEEK Magazine as the backbone of a powerful national advertising program...Our THIS WEEK ads carry not only magazine color and beauty and appeal. They also carry a local sales wallop. They go to work for you just as your own retail ads do."**

**—E. J. Perry,  
Advertising Manager,  
Lloyd Manufacturing Co.**

**\*From trade paper ads  
addressed to their dealers.**

**SALES MANAGEMENT**



# It's the "new look" for magazine campaigns this year

**L**ots of magazine campaigns this year are going to be wearing that "5th Cover" over them.

For selling is back in style again. And the thing that puts local "sell" into national magazine advertising is the 5th Cover — the Sunday newspaper that's wrapped around **THIS WEEK Magazine**.

All sorts of magazine advertisers are finding the difference this "extra ingredient" makes. Pillsbury says "the cash register feels it." Lloyd Manufac-

turing Co. finds its magazine ads "carry a local sales wallop."

Try it on your product in 1948. Let **THIS WEEK** take your story to every 4th home in America—over 19 million readers in over 8½ million homes. And then catch these readers while they're shopping through their Sunday newspaper... catch them where your dealers can really work hand-in-hand with you... in the leading newspapers of America's leading markets.

That's magazine advertising *plus!*

## **THIS WEEK**

OVER 8½ MILLION CIRCULATION

*Magazine*

OVER 19 MILLION READERS

AND 24 OF AMERICA'S MOST INFLUENTIAL NEWSPAPERS

The Atlanta Journal  
The Baltimore Sunday Sun  
The Birmingham News  
The Boston Herald  
The Chicago Daily News\*  
The Cincinnati Enquirer  
Cleveland Plain Dealer  
The Dallas Morning News

Des Moines Sunday Register  
The Detroit News  
The Indianapolis Star  
Los Angeles Times  
The Memphis Commercial Appeal  
The Milwaukee Journal  
Minneapolis Sunday Tribune  
New York Herald Tribune

The Philadelphia Sunday Bulletin  
The Pittsburgh Press  
Portland Oregon Journal  
Rochester Democrat & Chronicle  
St. Louis Globe-Democrat  
San Francisco Chronicle  
The Spokane Spokesman-Review  
The Washington Sunday Star

\*Saturday Edition



IN TOP PLACE FOR  
**THIRTY SIX**  
CONSECUTIVE MONTHS



## A "Must Buy".... and Here's Why!

You **MUST** cover Tacoma effectively if you hope to do a job in the important Puget Sound region. And you cover Tacoma **ONLY** with the leading local paper. These Tacoma—Pierce County "home coverage" percentages tell the story!

TACOMA NEWS TRIBUNE	79%
Second Tacoma Paper	51%
Seattle Morning Paper	10%
Seattle Evening Paper	4%

(Figures based on ratio of circulation to number of homes. Circulation, A.B.C. Audit 3-31-47)

SALES MANAGEMENT'S authoritative "Index of Retail Sales and Services" has ranked Tacoma first among Washington State metropolitan areas for 36 consecutive months—the city with the greatest ratio of retail sales gain over the corresponding month of 1939. And through all this time, Tacoma has been not only a High Spot City—but a "Preferred City of the Month" as well. Tacoma is a market which deserves—and DEMANDS—your concentrated attention!

**The TACOMA**  
**News Tribune**

Now Delivering More Than 60,000 Daily

SALES MANAGEMENT

# NEWS REEL



**R. B. THOMAS**



**WILBUR NEWMAN**

**R. B. THOMAS**

Appointed general manager of Clapp's Baby Food Division of American Home Foods, Inc., with plants in Rochester, N. Y., Elkhart, Ind., San Jose, Calif.

**WILBUR NEWMAN**

Newly appointed vice-president in charge of sales for Sloane-Blabon Corp., joined the firm's sales department in 1921, worked his way up from clerk.



**PHILIP A. SNYDER**



**VICTOR R. KENDALL**

**PHILIP A. SNYDER**

Named general sales manager of the new Specialties Division of Yale & Towne Manufacturing Co., a new plant for which is being built at Salem, Va.

**VICTOR R. KENDALL**

New vice-president in charge of sales of matches and allied products for the Diamond Match Co., joined the firm in 1931 as a retail match salesman.

**E. O. HAND**

Promoted to the position of general sales manager for Cluett, Peabody & Co., Inc., he was formerly sales manager of the New York City office.

**WILLIAM H. COLLINS**

Joining the Dravo Corp., Pittsburgh, Pa., as director of advertising, Mr. Collins comes to the company from the Scott Paper Co., Chester, Pa.

**ORANGE CRUSH CO.**

Roy M. Horsey (left) is elected executive vice-president of Orange Crush Co. of Illinois and the Inter-American Orange Crush Co., and Frank A. Juno (right) a vice-president of Orange Crush, Ltd.



**E. O. HAND**



**WILLIAM H. COLLINS**



**ROY M. HORSEY**

JANUARY 1, 1948



**FRANK A. JUNO**

# MEN WHO KNOW SELLING . . . KNOW NATIONAL

*These rings can't be pulled apart... they're* **LOCKED**



**...YET A SNAP OF THE  
THUMB INSTANTLY RELEASES  
THE LOCK BOOSTER →**

**H**ere is a loose leaf cover designed especially for product catalogs, portfolios, manuals and price lists that get rough and tough handling. You can drop 'em or even throw 'em, and the pages won't fall out, because National's Lock Booster mechanism literally locks the rings together—yet releases them at thumb pressure for instant sheet change.

Engineered exclusively by National, the Lock Booster is another example of National leadership in designing loose leaf equipment.

If you have a "cover problem" and will give us a description of your particular requirements our engineers and designers will make suggestions and recommendations without obligation.

## **NATIONAL BLANK BOOK COMPANY**

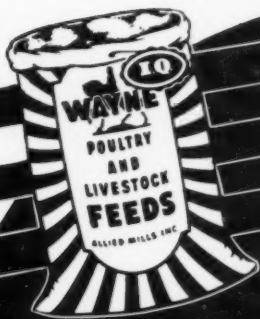
**HOLYOKE, MASSACHUSETTS**

- NEW YORK—100 Ave. of the Americas
- BOSTON—45 Franklin Street
- CHICAGO—209 S. Jefferson Street
- SAN FRANCISCO—747 Rialto Bldg.

**FREE** this new illustrated catalog tells the whole National Catalog Cover story . . . explains many types of loose leaf mechanisms and shows a wide range of designs and materials.







With ALLIED MILLS, Inc. It's

"LET'S GO VISITING"...

AND SELLING

with **SPOT RADIO**

● When Med Maxwell goes on the air, you can be sure farm folks are listening. This ace farm reporter has informed and entertained them for more than five years on "Let's Go Visiting," the Allied Mills, Inc. Spot Radio Program. *And they love it.*

You can be sure that Allied salesmen love it, too. They've seen how effectively carefully planned Spot Radio sells Wayne Feeds in 32 agricultural states. They've seen how effectively it influences dealers, as well, throughout this hard-to-reach territory. Like hundreds of other regional advertisers, Allied Mills, Inc. discovered the value of matching media to markets the Spot Radio way. *And they've proved it in profits.*

Why not find out how much the powerful flexibility of Spot Radio could add to your advertising plans? Ask your John Blair man.

*Advertising of Allied Mills, Inc., is handled by Western Advertising Agency, Chicago*

Offices in Chicago • New York • Detroit • St. Louis • Los Angeles • San Francisco

JANUARY 1, 1948



Med Maxwell's  
famous Spot Radio Program  
"Let's Go Visiting"  
voted most popular among  
farmers in 32-state  
survey

SPOT RADIO  
SELLS  
THE MILLIONS  
THAT BUY

**JOHN  
BLAIR  
& COMPANY**

REPRESENTING LEADING RADIO STATIONS

# Helpful GUIDES TO

## What's Being Bought in 1947

For the Farms and Farm Households  
of WASHINGTON, IDAHO, OREGON



Tabulation of Information From Representative Farm Households  
in Area With Farm Crops Valued at Over One Billion Dollars in 1946.

**PACIFIC NORTHWEST FARM TRIO**

The Washington Farmer

The Idaho Farmer

The Oregon Farmer

General Office: Spokane, Washington

## BUYING HABITS



Annual consumer studies are conducted by the Pacific Northwest Farm Trio, comprising The Washington Farmer, The Idaho Farmer and The Oregon Farmer, in order to determine probable number of buyers, amounts to be bought and brand preferences for over 150 different products each year. The results of the twenty-fourth annual study are now ready in an attractive 72-page booklet. **COPIES ON REQUEST.**

## READING HABITS



Available now is Study Number Two in the Continuing Study of Farm Publications, conducted by The Advertising Research Foundation, Inc., and dealing with **THE WASHINGTON FARMER** for January 16, 1947. Presenting the readership score for advertisements large and small as well as for editorial contents, it is a valuable guide to farmers' reading habits, a measure of different advertising appeals. There are fifty-six pages of valuable information. **COPIES ON REQUEST.**



## THE CONTINUING STUDY OF FARM PUBLICATIONS

Study Number Two

**THE WASHINGTON FARMER**

Issue of January 16, 1947

Conducted by

**THE ADVERTISING RESEARCH FOUNDATION**

in cooperation with

**The Agricultural Publishers Association**

# ADVERTISING Success

A searching study of farm paper readership is provided by Study Number Two in the Continuing Study of Farm Publications conducted by The Advertising Research Foundation, Inc., dealing with the January 16, 1947, issue of THE WASHINGTON FARMER.

This remarkable study, copies of which are now available, may well be used in connection with the Farm Trio's booklet "What's Being Bought in 1947 For the Farms and Farm Households of Washington, Idaho, Oregon."

This farm consumer survey shows potential demand among Washington, Idaho and Oregon farm households for over 150 different commodities. The Advertising Research Foundation Study of The Washington Farmer reveals many of the reading habits of the farm households that are in the market for these varied commodities—shows copy appeals with the strongest readership pull—suggests sales appeals that sell.

In 1946, Pacific Northwest farmers, stock breeders and orchardists received \$1,167,497,000 in cash from crops, livestock and government payments, an average income per farm of \$6,327.55.

To this lucrative market, the Farm Trio's Annual Survey and The Advertising Research Foundation Study provide dependable guidance in planning advertising and sales campaigns.

## IN 1946

### WASHINGTON, IDAHO, OREGON PRODUCED THE FOLLOWING SHARE OF THE NATION'S STAPLE CROPS:

8.15% of Nation's Lambs  
8.72% of Nation's Barley  
10.57% of Nation's Sugar Beets  
12.29% of Nation's Wheat  
13.24% of Nation's Dry Beans  
14.90% of Nation's Potatoes  
24.29% of Nation's Green Peas  
32.01% of Nation's Apples\*  
44.09% of Nation's Pears  
60.30% of Nation's Sweet Cherries  
73.87% of Nation's Hops  
90.29% of Nation's Dry Peas

\*Commercial Crop

### GREAT ABUNDANCE OF OTHER CROPS

## PACIFIC NORTHWEST FARM TRIO

THE WASHINGTON FARMER    THE IDAHO FARMER    THE OREGON FARMER

COMBINED NET PAID CIRCULATION OVER 160,000 EACH ISSUE

GENERAL OFFICES: Spokane, Washington. STATE OFFICES: Seattle, Portland, Boise.  
ADVERTISING REPRESENTATIVES: Western Associated Farm Papers, Chicago, New York, San Francisco





what  
are their  
chances of  
growing  
old?

Frankly, not so good. They won't be with us that long. For they're the typical parents in PARENTS' MAGAZINE's families with children . . . an audience that "stays young" because it is ever-changing. Each new year brings with it thousands of new, young family-subscribers, while older family groups drop from the subscription lists. Families with children spend more each year for virtually every product and service than all other markets combined. Through PARENTS' MAGAZINE, advertisers find a constantly fresh audience of young families with children.

**More  
than 1,150,000  
circulation**

**PARENTS'  
magazine**

52 Vanderbilt Ave., N. Y. 17  
360 N. Michigan Ave., Chicago  
Atlanta • Boston  
Los Angeles • San Francisco



**BY T. HARRY THOMPSON**

Happy New Year days are here again! The column's very best wishes to you in a year that promises plenty of excitement.

McGraw-Hill takes a full page in the newspapers to state that the "Taft-Hartley Act Frees 'Slave' Labor." Certainly, the new law should not be condemned without trial.

*Hypocoristic Dep't:* "Mee Not Violent, Friend Testifies."—Headline.

Advertising-men will doubtless look back on the November issue of *Fortune* as the finest in many a month. The lengthy profile on J. Walter Thompson alone was easily worth the price of admission.

NRT—"You say he's an old-timer?"

WRT—"Yeah; he can remember when the wireless distress-call was CQD."

Man, in some ways, is like the apple that is so closely identified with his genesis. He blossoms with high promise, grows to firm-fleshed maturity, is buffeted by the winds of chance, wrinkled by age, is sometimes rotten in spots, withers on the branch, returns to the earth from which he sprang, to make a meal for the worms.

In an election-year, it is interesting to resurrect a remark of John Hay, to wit: "Abraham Lincoln was as just and generous to the rich and well-born as to the poor and humble—a thing rare among politicians."

It's still too early to lay any bets, but there seems to be a growing ground-swell for Eisenhower to head the Republican ticket.

*Words & Music Dep't:* I watched a quiz-program by television recently, where the prizes offered were: 1. Choice of a current novel from a list of eleven. 2. Choice of a record-album from a group of three. Not a single winner wanted a book. Everyone selected phonograph-records.

In its Washington Letter, *Nation's Business* gets cute with this one: "Cheapest meat at the market today: Brains."

#### HEADLINE PARADE

Birth of a Notion.—*Cleveland "Plain Dealer."*

It's a great life if you don't week-end.—*The Travelers Insurance Companies.*

Oh, say, can you see?—*Soft-Lite Lenses.*

Wherever you go, someone is looking at your legs.—*Alba Nylons.*

Meet your tenants . . . all undesirable.—*Listerine.*

Ford's out front . . . and Chatham's inside!—*Chatham Upholstery.*

Why fuss with fuses?—*Cutler-Hammer.*

What to tell children about sex.—*Article in "Successful Farming."*

How many harvests in a harvester?—*Timken Bearings.*

Life is just a bowl of bubbles.—*Ivory Soap.*

One of last year's movie-titles, by the way, had stopper-value: "The Corpse Came C.O.D."

No, Tessie; that new word, "Cominform," is not to be confused with "garden-variety."

Lew Conarro writes from Arizona to ask if I've heard of the new Dick Tracy character, called "Glow-Gut," because he has an incandescent tape-worm. He's a light eater, Lew concludes.

I liked the definition of a bigamist which Paul Whiteman sent to Hy Gardner: "A man who has taken one too many."

"A newspaper's first job is to get itself read," says Intertype, of Brooklyn. It's also true of an advertisement.

Vulcan Proofing Company says it in rhyme: "We take the guesswork out of presswork."

The Russian epithet nudges me to say that the K-9 Corps might be referred to as "war-mongrels."

Some copywriter put on his thinking-cap, to coin a cliché, before he

**SALES MANAGEMENT**

1948



*Resolved!*

*that I will be ever-vigilant in the  
guardianship of my priceless heritage  
... the American Way of Life—*



CBS

50,000 WATTS

Represented by  
PETRY

**THE GOODWILL STATION FISHER BLDG. DETROIT**

G. A. RICHARDS  
Pres.

HARRY WISMER  
Asst. to the Pres.

JANUARY 1, 1948

At a bend  
in the Merrimack  
River, LAWRENCE, one of the  
leading industrial  
cities of New England  
is nestled. A city that  
knows world fame as America's  
Woolen Worsted Textile Capital . . .  
A city that is rightly considered  
a prize selling area by hundreds  
of advertisers. Here's an inkling  
why: Lawrence has a concentrated  
population of 85,603 people,  
but its retail trading zone  
embraces 34 communities  
(total population 283,678).  
Retail sales amount to approximately  
\$62,358,000 and food sales  
are estimated at \$15,473,000  
(Sales Management Survey).  
Get full information  
on Lawrence and data  
of the only local  
dailies which serve  
it (Morning Eagle  
and Evening Tribune,  
ABC over 36,000)  
by writing  
to us  
now.



## FUTURE SALES RATINGS . . . .

for 97 industries, by Peter B. B. Andrews, re-  
turns to Sales Management with this issue.

See page 98.

wrote this for the New York Cen-  
tral Lines: "We're on the new-car  
waiting-list, too."

They don't pun on the Jack Benny  
show, either. A chap is in jail . . .  
for arson, he says, because he signed  
someone else's name to a check. That  
isn't arson, he is reminded, but for-  
gery. No, it's arson, he insists. He  
had signed the check: "Arson  
Welles."

Dick Dickson calls our attention  
to a gag in *The Safe Driver*, which  
goes like this:

"Is it a modern farmhouse?"  
"Semi-modern; five rooms and path."

*Raised Eyebrows Dep't (W.C.T.-  
U. Division):* Rolls-Royce for 1948  
has a Touring Saloon model.

Maybe Philadelphians are unduly  
fussy about their drinking-water. On  
a nearby roof just below my office-  
window, a pigeon is drinking the  
rain-water he's standing in. He has  
a better chest-development than I  
have.

As you doubtless know, you can  
now buy a small alarm-clock for your  
wrist, beginning at \$100. I have been  
trying to think of a use for one. As  
far as I've got is the fellow who  
wants to snooze in the railway-station  
while waiting for the midnight  
sleeper to be made up.

As a minor stockholder, I may be  
permitted to say that the bulbsnatcher  
series leaves me cold.

Couple of months ago, when Penn  
played Virginia, some Southern boys  
walked up Philadelphia's Broad  
Street past the Union League, carry-  
ing miniature Confederate flags. No-  
body batted an eyelash. The wah,  
Suh, is quietin' down.

Guess it would be bad form to  
refer to Moscow as the "capital" of  
the U.S.S.R.

N. W. Ayer went back to its own  
scrapbooks of some 33 years ago for  
that excellent Bell System headline:  
"Weavers of Speech."

A good point is made by the  
*United States News*: Let's not call  
it "The Profit System," but "The  
Profit & Loss System," which it  
really is.

Budweiser reminds us that Amer-  
ica's earliest Thanksgiving was for  
corn. Now, there's no evading it.  
(Look who's talking!)





## In New Orleans—The One Thing which EVERYBODY SEES is OUTDOOR ADVERTISING!

NEW ORLEANS—2nd busiest port in the United States, gateway to profitable South American Markets, center of commerce and industry of a rich agricultural area! New Orleans, largest city in the South, home of a half-million people who spend almost half a billion dollars annually!

\* \* \*

Some tourists may be attracted to New Orleans by its winter climate, by the Mardi Gras, by the age-old, continental flavor of its streets. Others may come to visit the Vieux Carré, the Cabildo, St. Louis Cathedral. They may want to wander the River Front, drinking in the sights and smells of river life along the Mississippi. But the one thing which every visitor to New Orleans will see . . . be he schoolteacher or artist, business-man or fun-lover . . . is Outdoor Advertising.

For Outdoor Advertising blankets the complete New Orleans market—the entire metropolitan area *plus* the neighboring Jefferson and St. Bernard parishes.

And Outdoor Advertising sells everybody—lawyers and housewives, shrimp-fishers and shipping kings.

Remember . . . to *sell* them all you must *reach* them all. To do this, use Outdoor Advertising. No other medium gives such broad coverage at such nominal cost!



**General Outdoor Advertising Co.**

GENERAL OUTDOOR ADVERTISING IS YOUR MAJOR MEDIUM IN 55 MAJOR MARKETS

JANUARY 1, 1948



# NBC *network*



*most popular* . . . according to Hooper Program Surveys. Year after year NBC has carried an overwhelming majority of the most popular programs on the air. Today, 19 of the 25 highest rated programs are on NBC.

*most listened to* . . . according to the Broadcast Measurement Bureau, the industry's official audience gauge. BMB, in a completely impartial survey of actual *listeners* to all networks, found that each week NBC reaches nearly 3,500,000 more radio *families* in the evening and over 2,500,000 more radio *families* in the daytime than the second network.

*most effective* . . . in the judgment of advertisers. Last year, according to Publishers Information Bureau, gross expenditures for network facilities by the hundred largest radio advertisers, were \$65,000,000 on NBC—nearly \$13,000,000 more than on the second network. Further, NBC not only delivers larger audiences and more popular shows, but on a straight comparison of facility costs and BMB families, NBC *delivers more listeners per dollar*, both day and night, than the network with the second largest audience.

# of the stars

These are the stars  
of the 19 NBC programs which  
today are among radio's  
top 25. (HOOPER REPORT NOV. 15-21)

KEY

1. Bob Hope
2. Jack Benny
3. Fibber McGee and Molly
4. Charlie McCarthy
5. Amos 'n' Andy
6. Fred Allen
7. Red Skelton
8. Mr. District Attorney
9. Ralph Edwards
10. Al Jolson
11. Alice Faye & Phil Harris
12. Duffy's Tavern (Ed Gardner)
13. Burns & Allen
14. The Great Gildersleeve
15. William Bendix
16. Frank Sinatra
17. Henry Aldrich
18. Judy Canova
19. Jack Carson & Eve Arden

DRAWINGS BY SAM BERMAN



1



16



4



13



11



8



9



2



10



12



America's No. 1 Network

*the National Broadcasting Company*



A service of Radio Corporation of America





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DRAWINGS BY SAM BERMAN

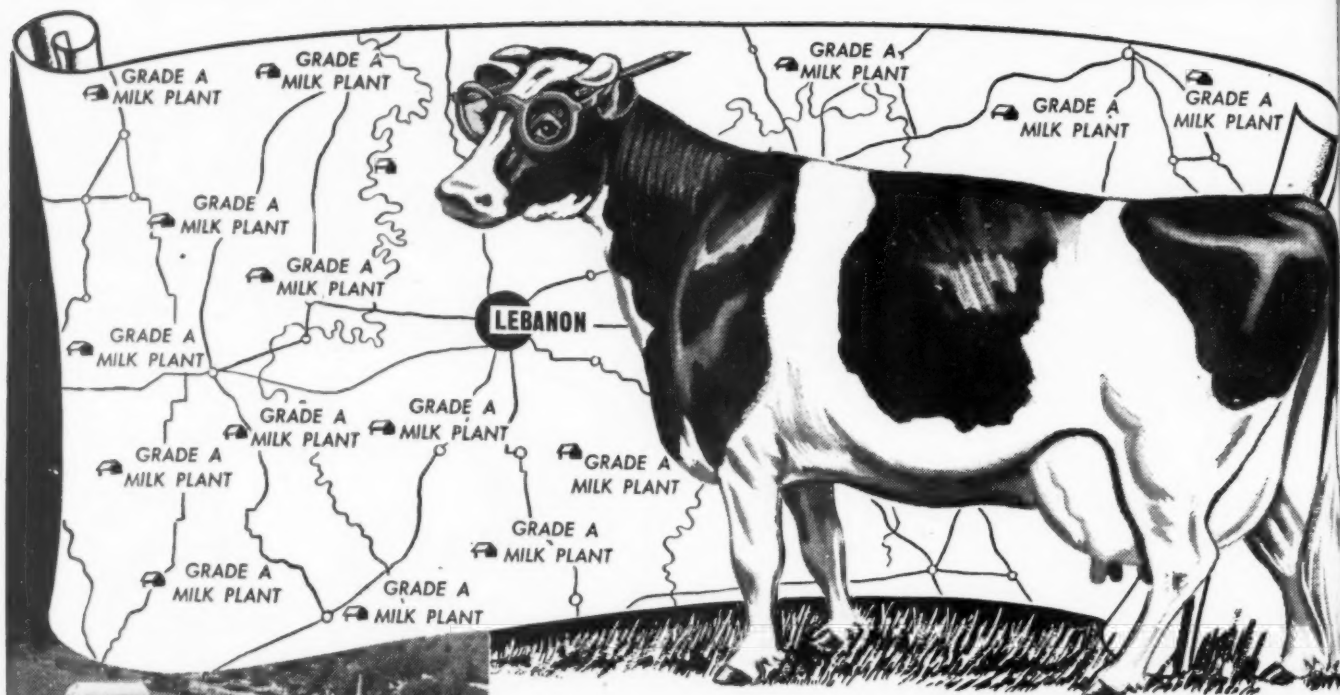


America's No. 1 Network

*the National Broadcasting Company*



A service of Radio Corporation of America



Benage Dairy, processing 20,000 gallons of milk daily, fostered the milk improvement program that is increasing Ozark farm income at an outstanding rate.



The new Donald Implement building is apace with progress in Lebanon, a hill city that has a 24-hour lighted airport . . . a major point on coast-to-coast Skyway No. 1.



"I know how much the new methods and practices on Laclede county dairy farms have helped my business," says feedman Max Turk. "It's easy to realize how Missouri Ruralist has been influential—it is progressive, too."

## Bossy's Rebuilding THE OZARKS

AT LEBANON, MISSOURI, in the famed Ozark hill country, Bossy, the cow, is making hay with the region's rural economy.

Bossy has changed Ozarkia into a factory-sized producer of Grade "A" milk that is putting dollars in Laclede county farm pocketbooks and new items of merchandise into the homes and buildings of Laclede county farms. This is the way agriculture is progressing in Missouri. The dealers in Lebanon, Laclede county seat, know that. These dealers also know of the influence which the progressive Missouri state farm paper, Missouri Ruralist, exerts on brand preference.

In the Lebanon trading area, as in every important farm trading area of Missouri, the established, consistent editorial policy of Missouri Ruralist makes it an unequaled influence in buying, farming and living.

# THE MISSOURI RURALIST

CAPPER PUBLICATIONS, INC. advertising offices are in New York, Chicago, San Francisco, Kansas City, and Topeka, Kansas. Editorial office: FAYETTE, MISSOURI



# IMPORTANT IN ST. LOUIS



## ST. LOUIS FEEDS THE INNER MAN...

No! Not truffles, caviar or Plover's eggs... but basic foodstuffs of our nation's diet is St. Louis' leading industry! Meats, poultry, bread, candy, beer, flour, fruits, macaroni products and prepared foods are manufactured, processed and distributed in St. Louis. Products of 701 establishments were valued at nearly \$300,000,000 in a typical pre-war year. (Imagine what old H. C. L. has done to *that* figure!)



## THE ST. LOUIS STAR-TIMES... FOOD FOR ADVERTISER'S THOUGHT

More than 175,000 reader families a day... is a lot of hay! And when you consider that the Star-Times daily circulation is 83.5% concentrated in the St. Louis retail trading zone you see how easy it is to make hay... for better sales at considerably lower cost! And... here's more food for thought: 1947 shows substantial gains over the 10 million lines of Star-Times advertising in 1946.

**For A Complete Selling Job  
In Big St. Louis You Need  
THE ST. LOUIS STAR-TIMES**

Represented nationally by the Geo. A. McDevitt Co.



Only \$95 to \$102 a month to place a factual advertisement for an industrial product in **Industrial Equipment News** . . . The spot where more than 52,000 selected specifiers and buyers for the larger plants in all industries regularly look for their current requirements.

Details? Ask for "The IEN Plan" and for IEN's new N.I.A.A. Report.

**INDUSTRIAL EQUIPMENT NEWS**  
Thomas Publishing Company  
461 Eighth Avenue, New York 1, N. Y.

CCA



NBP

the  
key  
to  
better  
business

D. H.  
**Ahrend**

CREATIVE  
DIRECT  
ADVERTISING

AHREND clients benefit — at no greater cost — from 55 years of merchandising-by-mail experience; have won 29 National Awards in the past four years!

For ideas, production and mailing of promotion that pays, consult THE FIRM WITH THE HABIT OF SUCCESS!

**D. H. AHREND CO.**  
333 E. 44th St., N. Y. 17, MU 4-3411

# WASHINGTON BULLETIN BOARD

## FTC Ruling

What sort of sales promotional deals were ruled out in the Curtiss Candy Co. case by the FTC?

This case, in litigation for six years under the Robinson-Patman Act, has several angles deserving close study by sales executives and purchasing agents alike, in addition to those mentioned in Significant Trends, December 15. It charged, basically, that Curtiss "induced" and accepted preferential prices from five suppliers on corn syrup it bought as principal ingredient of its products. FTC ordered such practices discontinued and served notice it would prosecute buyers as well as sellers under the Robinson-Patman Act.

It also: Ordered Curtiss to make available proportionally to all purchasers comparable advertising and promotional services; to discontinue contracts which tend to shut out competing brands.

On the subject of price discrimination, FTC went into considerable detail and drew a precise line which may prove significant in many future cases. In a "finding of fact" it said that if Curtiss cuts more than one-half cent per box of 24 bars of candy to any purchaser, it must make the same price available to all competing purchasers. Seldom has FTC drawn such a fine distinction in price discrimination cases.

Equally significant to many sales executives was a ruling prohibiting exclusive-product deals which FTC said Curtiss had made with certain ball park concession operators (Section 3, Clayton Anti-Trust Act). Some of the retrictions in the Curtiss case are reminiscent of the Philco case. (SM, November 20).

## GI Population Shifts

Is there any guide to shifts in the veterans' market?

Census studies will be important to executives aiming sales campaigns at veterans, either on a national or regional basis. In the first of such studies, Census Bureau found that sharp migrations already have taken place—thousands of G.I.'s have

settled in areas far different from their pre-war residences.

Greatest migration shown in the first study was from the southern states. Largest gains of veterans were in the northeastern states and on the Pacific Coast. New York, for instance, showed 103,000 more veterans than it sent into the service. California showed a 79,000 gain . . . Out-migrations showed GI-movements of 43,000 from Arkansas, 30,000 from Missouri, and similar numbers from Alabama, Mississippi and Kentucky. One of the biggest mid-western gainers of GI population was Illinois with 66,000 more veterans than it sent out during the war.

Census Bureau hopes to be able to make similar check-ups later.

## Rural Buyers

Has the prosperous farm market been over-sold?

Far from it, if a recent Department of Agriculture survey is indicative. This study showed that household equipment values had gone up on an average of only 11%, as compared to a gain of 120% in farm machinery. Meanwhile, real estate values had risen 74% and crop values 161%. The obvious conclusion is that the first major purchasers of newly-prosperous farmers were channeled into heavy equipment—the household equipment field is still far, far under-sold.

## Freight Gain

Is air freight becoming important?

Air freight now is a major factor in the plans of aviation progress. Starting small, devoted first to light items such as jewelry, freight by air now comprises almost every known commodity. Rates have come down, though they are still high, except where the value of speed in receipt can compensate for the additional delivery charge.

American Airlines reports that for the first time in its history, air freight now surpasses any other source of income except that from passengers. Previously, airmail had been the second source of income.

SALES MANAGEMENT



## A PROVEN WORCESTER FORMULA

*Expansion + Advertising = Action*

For months, Filene's Worcester store has been in the process of a huge building expansion. With construction still underway, this store first advertised an "X-pansion Sale" in the Sunday Telegram for the following week. On Monday, opening day of the sale, 14,197 adults came to shop, well over four times the normal Monday flow of business, a 400% increase in store traffic.

Worcester again proves its receptiveness — a market that responds with motion to your promotion, and one which is effectively covered by the Worcester Telegram-Gazette, with a daily circulation in excess of 140,000, and over 100,000 on Sunday.

*The* **TELEGRAM-GAZETTE**  
WORCESTER, MASSACHUSETTS

GEORGE F. BOOTH Publisher

MOLONEY, REGAN & SCHMITT, INC., NATIONAL REPRESENTATIVES

OWNERS of RADIO STATION WTAG





## HOW TO KNOW AND SELL THE HOUSTON MARKET

SEE **Houston** IN THE HEADLINES

"The thing about Houston that really knocks your breath out is its fabulous, hardly believable growth. . . . In 1850 it had a little more than 1,000 citizens. Twenty years later it had eight times as many, and at the turn of the century forty-four times as many. In each succeeding decade to 1930 it virtually doubled, and in the years between 1930, when it contained about a third of a million, and the present it has doubled again. And instead of settling down, as most other American cities now are doing, it is growing and expanding faster

than ever

Houston is going through a dazzling and exciting experience which few cities ever know.

Nevertheless, Houston is not a boom town, unless a boom is something that can last 100 years. Texans have been flocking into, and investing their money in, Houston for a century.

Yet the money these Texans are still betting on Houston becomes a trifle in comparison to the floods of Yankee money pouring in these days . . . Houston's over-all building program is now fluctuating somewhere in the no man's land between \$500,000,000 and \$1,000,000,000."

—THE SATURDAY EVENING POST, November 29, 1947

SELL **Houston** IN The Chronicle!

Houston, by far the South's largest and richest market, continues to grow at an increasing rate—but its growth is sound. One single medium, The Houston Chronicle, reaches all corners and levels of this rich and growing market with rare efficiency. The Chronicle, for 35 consecutive years, has been first among Houston papers both in advertising and circulation. And the record shows that, month by month, The Chronicle is steadily increasing its impressive margin of leadership.

## The Houston Chronicle

LARGEST CIRCULATION IN TEXAS

R. W. McCARTHY  
National Advertising Manager  
THE BRANHAM COMPANY  
National Representatives



The Houston Market is sold  
when your story is told  
in The Chronicle

HOUSTON'S LEADING NEWSPAPER FOR 35 YEARS

The airlines, in promoting the advancement of air freight, claim that it has made basic changes in the distribution process, including a reduction of the necessity for warehousing, developing new sources of supply, enabling retailers and small business to keep smaller inventories, and broadening markets.

### Price Fixing

How can we protect ourselves on pricing policy in view of the present Washington uncertainty?

The Administration's un-realistic approach to the idea of industry agreements on price increase restraints—advocated by cabinet members but seemingly stymied by the President's insistence on an anti-trust hold-the-line policy—leaves this matter in a sort of *status quo*. Congress would like to stabilize prices, but won't risk any kind of legislation which looks like price fixing or impairment of free enterprise. Best bet is that there will be no significant new law from the election-year Congress. So, despite all the talk now going on, your best protection is a thorough understanding of present laws dealing with price procedures.

Recommended for reference is a recent Department of Commerce pamphlet, "Small Business and Regulation of Pricing Practices," available from the Superintendent of Documents, Washington 25, at 15c.

### O.P.A. Records

Is it true that old price and sales records of the OPA days still have to be retained?

Yes, to be on the safe side. As reported in the Bulletin Board on several occasions, the one-year record-keeping requirement was to expire on November 9, 1947. However, on November 8, 1947, the Federal agencies liquidating the OPA announced that the time required for preservation of business records relating to commodities and services decontrolled by OPA has been extended for two years—until November 9, 1949.

This order was issued by the RFC, the Department of Agriculture, and the Department of Commerce, requiring the preservation for an additional two-year period of "all records, documents, reports, books, accounts, invoices, sales lists, sales slips, orders, vouchers, contracts, receipts, bills of lading, correspondence, memoranda, and other papers, and drafts and copies thereof." The Department of Justice concurred.

SALES MANAGEMENT

# dell modern group

GEORGE T. DELACORTE, JR., PUBLISHER

DELL PUBLISHING COMPANY INC., 149 MADISON AVENUE, NEW YORK 16, N. Y.

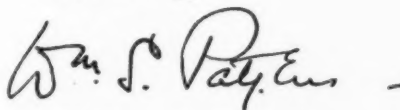
If you're interested in Selling Goods  
and not just in Buying Advertising...

Among the twenty-five leading magazines on the newsstands of America, as listed by the famous S-M News Company circulation "Box Score", Dell Modern is the only magazine group which has two of its magazines in this select circle of leaders

Both Modern Romances and Modern Screen have a vitality which makes more than a million young women buyers go to the newsstands every month for each one. It's this kind of interest on their part which makes them not only read the editorial content but the advertising as well with an attention second to none. In a recent survey of women's readership of ads among ten of the leading magazines of America, Modern Romances placed first in twenty-four of the twenty-seven tests and placed second in the other three. Modern Screen placed first in twenty-three out of thirty-five tests and placed second in seven of the other twelve.

This just-short-of-amazing readership of advertising means a great women's market that is ripe not only to be told but to be sold.

Cordially,



William S. Patjens  
Advertising Sales Manager

# Salesman Enters the Home



The Cleveland Plain Dealer is one salesman who is always welcome... and his record of sales is amazing! Seven mornings a week he contacts the homes of thousands of families in the famous 2-in-1 market (Greater Cleveland plus 26 adjoining counties, with 141\* thriving cities and towns). Naturally, advertisers want to take advantage of this high-powered selling medium... the only metropolitan newspaper covering two buying markets of nearly equal sales volume with one low-cost coverage. Why not give the Cleveland Plain Dealer a chance to work for you?

\*Akron, Canton, Youngstown not included.

*Cleveland's Home Newspaper*

## THE P. D. STANDS FOR Planned Distribution

Do you know the localities in this market that will buy most of your goods? Do you know the shortest cut to your biggest volume of sales?

The Plain Dealer Market Survey department can answer these questions and others pertaining to *your* business. Call or write for an appointment to receive this *individualized* service.



# CLEVELAND PLAIN DEALER

John B. Woodward, Inc., New York, Chicago, Detroit, San Francisco, Los Angeles  
A. S. Grant, Atlanta

SALES MANAGEMENT



## **All America prefers one particular light bulb above all others**

Its makers have invested more of their advertising money in The Saturday Evening Post than in any other magazine. This is also true of the makers of America's favorite floor covering, refrigerator, and battery. In fact, you'll find the leaders in every line are supported by Post advertising.

**People like to read advertising in the Post  
—far more than in any other magazine**



# Old MacDonald Had a Cow --

or he might have a No. 9 John Deere combine, good condition; 160 acres, sandy loam, good improvements; or some good yearling Hampshire rams.

He has to move them fast—sure!

How?

He sends a want ad to The Weekly Kansas City Star on Monday. Printed Tuesday on high-speed presses, it's in farmers' hands next morning—the fastest, most dependable want ad service afforded by any farm paper.

Of all United States farm papers, The Weekly Star enjoys uncontested leadership in volume and numbers of want ads. By a unanimity which is startling, Mid-West farmers spend virtually all their advertising money in The Weekly Star.

Want ads represent the dollar judgment of men on the ground. Thoughtful display advertisers will take a closer look at the medium farmers use for their own advertising.

## The Weekly Kansas City Star.

**LARGEST FARM WEEKLY CIRCULATION IN AMERICA**

**436,422 Paid-in-Advance Subscribers**

# SIGNIFICANT TRENDS

As seen by the editor of *SALES MANAGEMENT* for the fortnight ending January 1, 1948

## COST OF LIVING DIFFERENCES

It costs an average family of four in 34 major cities about \$450 more a year to maintain a modest standard of living now than it did 22 months ago. Almost a third of the total expenditure goes for food. The average family is considered as an employed father, a housewife and two school children under the age of fifteen. The cost of living budget is based neither at the subsistence nor luxury level, but "an attempt to describe and measure a modest but adequate American standard of living."

Differences in the cost of living between cities are nowhere near so extreme as they once were. The three highest cities are Washington, Seattle and New York; the three lowest are Houston, Kansas City, Mo., and New Orleans. The range from New Orleans, the lowest, to Washington, the highest, is 15%.

Food costs about the same everywhere, and the principal factor in the inter-city differences are cost of housing, variations in fuel and clothing costs, transportation and taxes.

Today it costs the typical family of four \$3,458 a year to maintain a modest but adequate standard of living in Washington, and it costs a similar New Orleans family \$3,004. The extremes in food costs are \$1,000 in Cincinnati and \$1,095 in New York.

Readers who may be interested in the detailed figures for the 34 largest cities may secure them by writing to the Bureau of Labor Statistics, Washington, D. C., and

requesting the report which Mr. Ewan Clague submitted to the Senate-House Economic Sub-Committee on December 16.

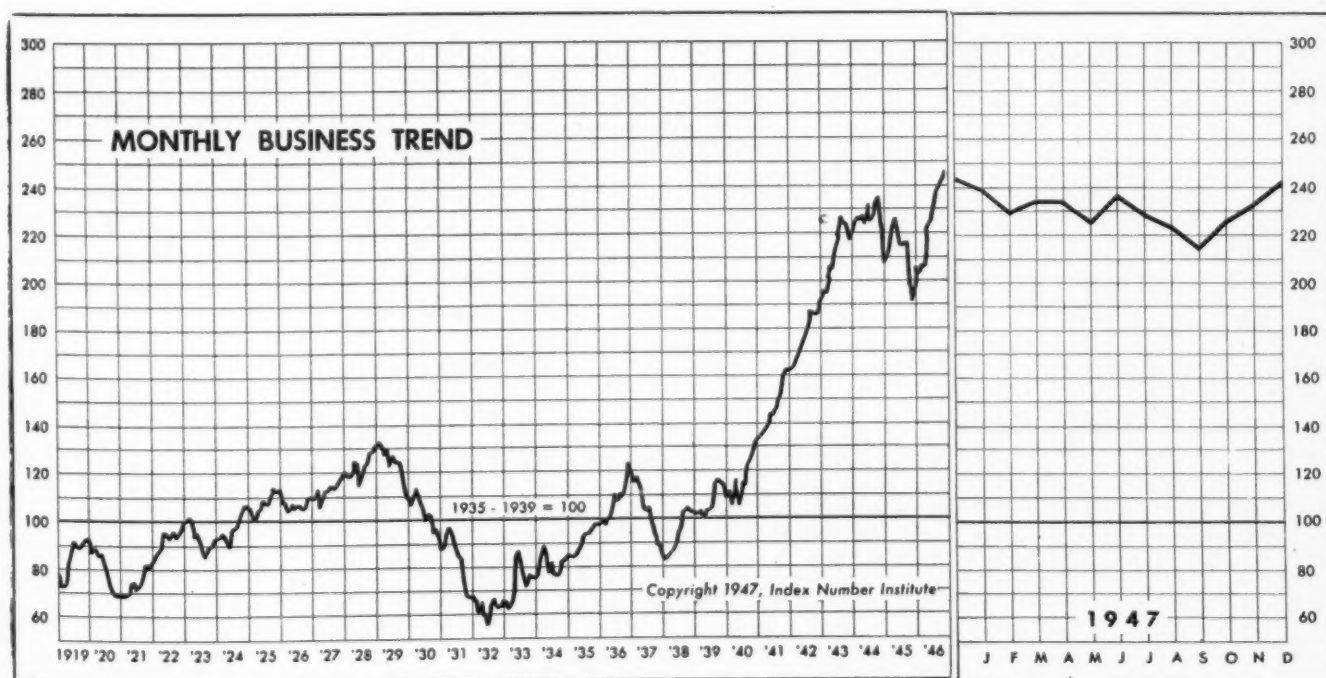
## BUSINESS IS GOOD, BUT—

Nearly all American corporations, including this magazine, set new all-time dollar sales records in 1947, but let's not kid ourselves. Prices in general are up 66% since 1939. So, if we sold 100 units at \$1.00 each in that year, we would have a sales volume of \$100. To achieve that same volume in 1947 we only had to sell 60 units.

Our share of the competitive market today as against a preceding year is a far better measuring stick of progress or failure than dollar comparisons with our own past. Those companies are lucky indeed whose products fit into categories which are surveyed regularly by an independent research firm like the A. C. Nielsen Company or by continuing surveys by progressive media organizations, such as the many newspapers which now follow the consumer analysis pattern evolved by the *Milwaukee Journal* more than 20 years ago. They can see, year after year, and city by city, what their percentage of the market is as compared with competitors.

## PREDICTIONS FOR 1948

There are a few viewers-with-alarm but in general most private economists and Government experts look for continued high demand through the first half of 1948 and probably for the full year.



The final computation of the business trend for November is 233. This is the highest level attained since June of this year when the business trend was reported at 236. December estimates

indicate a preliminary figure of about 242. The upward movement reflects further increases in new orders and in the rate of business spending. This figure brings the annual average to 230.

JANUARY 1, 1948



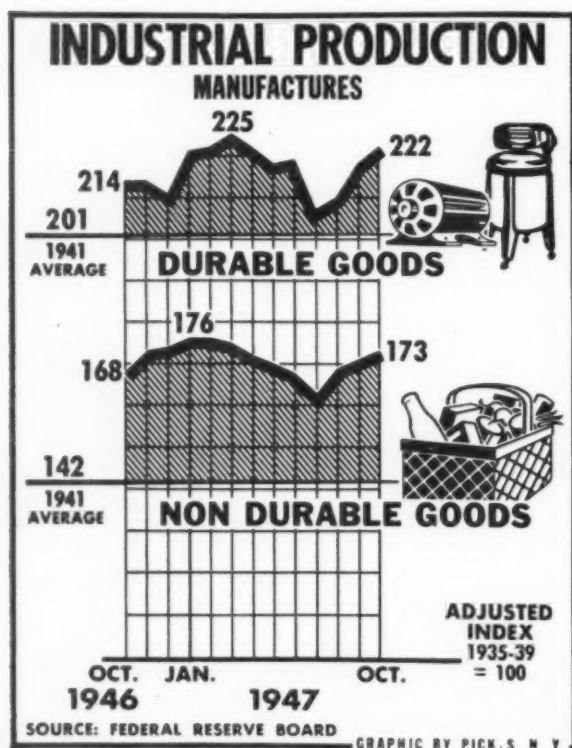
The only discouraging note is this: A year ago, most of the same people were predicting recessions or depressions for 1947. They were wrong then. If their record is to remain unsullied, then they will have to be wrong again, and that would mean bad business in 1948. At this time they hedge themselves by saying that their rosy analysis is "subject to the influence of the international economic and political situation."

A roundup of the experts in the Department of Commerce commodity sections shows these highlights: Construction 25% up from 1947—automobiles, five million passenger cars compared with 3.5 million this year—heavy machinery, including agricultural, continued up—freight traffic for air, truck and railroads at the same record volume which was handled this year—output of the chemical industry "exceedingly" high—apparel up as a result of the "New Look" and a plot to get more men to accept new ideas in dress habits—furniture supplies to gradually catch up with demand—paper supplies easier but not up to demand—hardware, jewelry, drugs, up—AM radio receivers down but more than compensated by increases in FM and television.

With a perfectly straight face the New York *World-Telegram* reports that the American Institute of Food Distribution, which 12 months ago predicted a downward trend in food prices for 6 months followed by stability from summer on, reports that today's uncertain conditions make it impossible for the forecasters to be explicit about 1948!

## THE BOOM IN CONTESTS

Perhaps more significant than the predictions of professional economists, politicians and bankers is the important give-away boom. The upsurge in contests among consumers and sales personnel indicates that we are getting back toward a normal buyers' market. Contest merchandising is prevalent during normal times, becomes even more popular in recession periods, and fades away to almost nothing in sellers' markets.



Today contests are coming back seriously and are being applied all the way from low price consumer items up to Kaiser-Frazer automobiles. David L. Harrington, Vice-President of the Reuben H. Donnelley Corp., which acts as the judge in so many national contests, says his firm handled 15% more contest mail this year than ever before. Seventy-five contests poured between 25 million and 30 million entries into Donnelley's judging centers in Chicago, New York and Los Angeles. He believes that next year the figures will be higher as more companies seek to familiarize the public with their brand names and keep up in the competitive sales race.

## STEERING THE SALESMEN (CONTINUED)

From time to time this magazine has suggested that the heads of sales organizations keep their salesmen supplied with up-to-the minute information about the economic health of the Nation and of particular industries. The present status of world affairs is likely to bewilder the average citizen. His feeling toward national and even local affairs cannot escape the influence of his fears.

We are pleased to find that more and more progressive sales executives are meeting this problem in the manner first suggested here. Because the management of Botany Worsted Mills learned that its salesmen were running into objections based on pessimism, uncertainty and fear, a letter was written to the men by Charles F. H. Johnson, Jr., vice-president, declaring that "we believe that the country has never been sounder and that prosperity has never been more general or so evenly distributed" and presenting statistics relating to employment, wages, gross national product, agricultural production, demand and spending money in the hands of the public.

Arming salesmen with such economic data can help them to overcome their own unwarranted fears as well as those in the minds of their immediate customers.

Here are a few current figures, if you are thinking of doing something along that line. Total personal income as of the first of November was running at an annual rate of \$204,500,000,000 and consumers in 1947 had more income, and more money left over after paying taxes and buying basic necessities, than in any other period . . . The farmer last year had nearly three times the cash income he had in the boom year of 1929 . . . There are 58,594,000 people at work with only 1,621,000 unemployed and looking for jobs and most of them are classified as shifting from one job to another rather than being permanently unemployed.

## SIGNIFICANT SHORTS

**The Perfect Sales Follow-Through:** It has always seemed to me that the bigger the business the harder it must be to make all of the little parts mesh together. That's why I always am impressed when a huge organization follows through beautifully on little details. Last Friday morning I put in a person to person call to Bob Harvey at National Analysts in Philadelphia and when I was told that he was out of town I cancelled the call. Imagine my surprise when at 10:30 on the following Monday morning a long distance operator called to ask if I was interested in placing the call again.

**PHILIP SALISBURY**  
Editor

SALES MANAGEMENT



# Quaker Oats Nurses a Stepchild Product to Volume & Profits

Based on an Interview with **DR. LAUREN B. HITCHCOCK**  
Vice-President, The Quaker Oats Co.

Its name is furfural. It's a chemical developed originally as a by-product in the processing of oats. How the company uncovered its latent values and found its logical industrial markets, makes this interesting development story.

When some old-time wizard of words established the saw that there is nothing new under the sun, he had never heard of furfural. Twenty-five years ago or so, it was nothing more than a chemical curiosity, looking something like bourbon whiskey and smelling faintly of almonds, and no one in the world had discovered any commercial use for it. It was available only in one-ounce quantities and could be had only from Germany. The price was \$1.50 an ounce. The only buyer was an occasional laboratory technician who wanted to putter with it out of sheer curiosity.

Furfural is now being manufac-

tured by The Quaker Oats Co., Chicago, at the rate of many millions of pounds per year. It sells in tank car lots at 9½¢ a pound. Only recently a single shipment, filling an ocean-going tanker, sailed for Europe. There are some who think, without furfural, we might still be fighting Word War II. It was a required element in the manufacture of synthetic rubber needed to put our war-time machinery on wheels.

Finding customers for furfural is one of the outstanding jobs of American merchandising. Until uses could be established, Quaker Oats could not send out salesmen to merchandise fur-

fural. Without demand, it could not be manufactured in quantity. The story of its acceptance is built around a remarkable "sampling job."

This sampling consisted of dropping an ounce here, a pint there, in the laboratories of large corporations. There was also a vast amount of missionary work to do. Papers and reports were read before conventions and technical meetings attended by chemists. No ordinary salesman could be used. Salesmen had to be developed by training sales-minded chemists. Until uses and demands were established it was futile to go to industrial purchasing agents.

## Photo Above

The systematic search for markets for furfural has been a factor in the production of the new plastics.

Furfural, manufactured from materials which until recently were largely waste by-products of the manufacture of agricultural conversions, was first recognized by chemists 114 years ago. This means that almost a century passed before any of its economic values were understood. That seems like a long sleeping time.

Quaker Oats first became conscious of furfural through an experiment that failed. The company found on its hands huge quantities of oat hulls, almost valueless, and conceived the idea that they could be turned into a cattle feed. A private laboratory, assigned to work out the formula, in due time came up with a stock food that, from the standpoint of feeding elements, seemed to fill the bill to perfection. It proved impracticable at the time as the cattle were cold to the idea. Since then raw hulls have won an important place in stockfeeds.

In this work, however, in 1920, traces of furfural were found in the vapors given off during the processing of oat hulls. The next year the first laboratory sample was prepared. After two years of work two things had been accomplished: Quaker Oats had several hundreds of pounds of furfural, which nobody wanted and a formula for cooked oat hulls which the cattle couldn't read.

About this time an imaginative chemist, using a lead pencil, figured out that the oat hulls in the company's plant at Cedar Rapids, Ia., would have a value of about \$5,000,000 a year if sufficient demand were created. The catch came in the fact

that one ton of oat hulls could then supply the world's existing demand.

"If you can get the price down to 50c a pound," a leading chemical industrialist said, with a gleam in his eye, "you probably will have a market." He had already seen possibilities in the substance and was thinking of the thousands of young men in industrial laboratories everywhere who were eager and ready to start baying on new trails.

Quaker Oats began to offer furfural in drum lots at 40c a pound, which was well below the cost of manufacture.

About this time Quaker Oats came across another item of encouragement. The United States government, during World War I, had found some use for furfural, the purpose of which was a military secret, and for two years then it had been produced at the University of Illinois, at the rate of from five to 10 pounds a week at a cost of about \$5 a pound. The source, at that time, was corn cobs. It was used in the war as a special chemical reagent.

Quaker Oats, which from the start began dropping those ounce and pint samples, and had kept its missionaries in the field, learned shortly that it had not over-estimated the interest of industrial laboratory technicians.

Among the first customers, 'way back in 1922, but buying in experimental quantities, were E. I. du Pont de Nemours, Durite (Stokes & Smith Co.), Eastman Kodak, Bakelite, Ault & Wiborg, General Electric, Monsanto Chemical and B. F. Goodrich. All are still on the active

customer list. Another of those first customers was Dr. Frank C. Whitmore, then of Northwestern University.

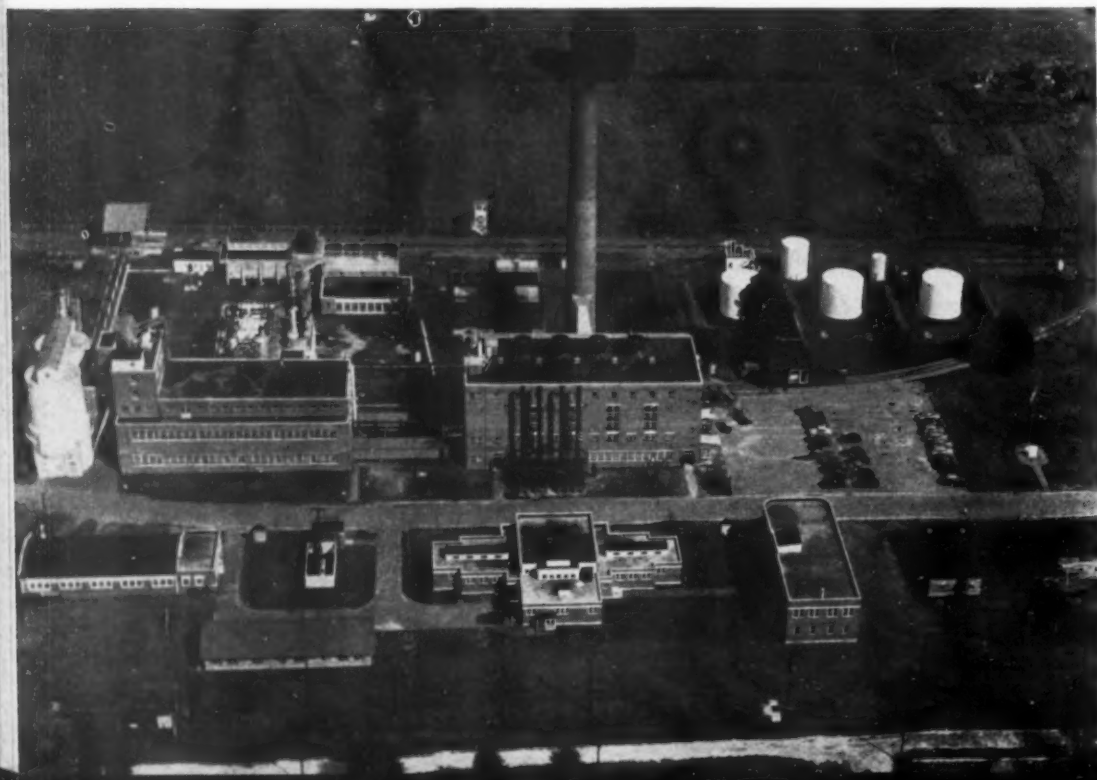
Dr. L. V. Redman, now deceased, bought furfural to use in developing one of his early "Redmanol" resins. This, and other research, opened up a field for its use in resins and plastics.

The first tank car lot of furfural ever made was shipped in April, 1928, to the Hercules Powder Co. for the refining of wood rosin. This company developed an extraction process for producing from a crude wood rosin a light colored product capable of competing with gum rosin used in soap, varnish and paper manufacture.

The Texas Co., working independently, came up with a new and successful process for the solvent refining of lubricating oil. Later Texas began to lease the process to competitors. Today more lubricating oils are refined with furfural than by any other process.

Pittsburgh Plate Glass Co. shortly afterward applied furfural solvent refining to linseed oil and other vegetable and animal oils, yielding drying and semi-drying oils with improved characteristics. One of the curious facts about furfural is that while it is used with these oils to speed drying, through a different method of use it can be made to give non-drying properties to petroleum lubricants.

It is a noteworthy commentary to say that by 1930 demand had been stepped up to a point where production, still from oat hull residue, was such that Quaker Oats was enabled



YOU CAN'T MAKE A PRODUCT LONG . . . unless you can sell it. Years of placing furfural samples in the hands of technicians pay off for Quaker Oats in this new chemical plant at Memphis.



to reduce the price to 9c per pound in tank car lots. New uses were found gradually and furfural manufacture grew steadily, sales missionary work going on and samples being dropped in laboratories with a hint here and a suggestion there until everything exploded into World War II.

When the United States suddenly awoke to the fact that Japan had cut off our rubber supply, government officials sent an S. O. S. to Quaker Oats early in 1942 saying that a plant to produce 24,000,000 pounds of furfural a year was needed quickly.

Office of Rubber Reserve, R. F. C., and the Q. O. Chemical Co., a subsidiary of Quaker Oats, went to work. The plant was built in Memphis, Tenn., by the government, in operation in July, 1943, and was operated for the Rubber Reserve until Nov. 1, 1946, when it was purchased by the company.

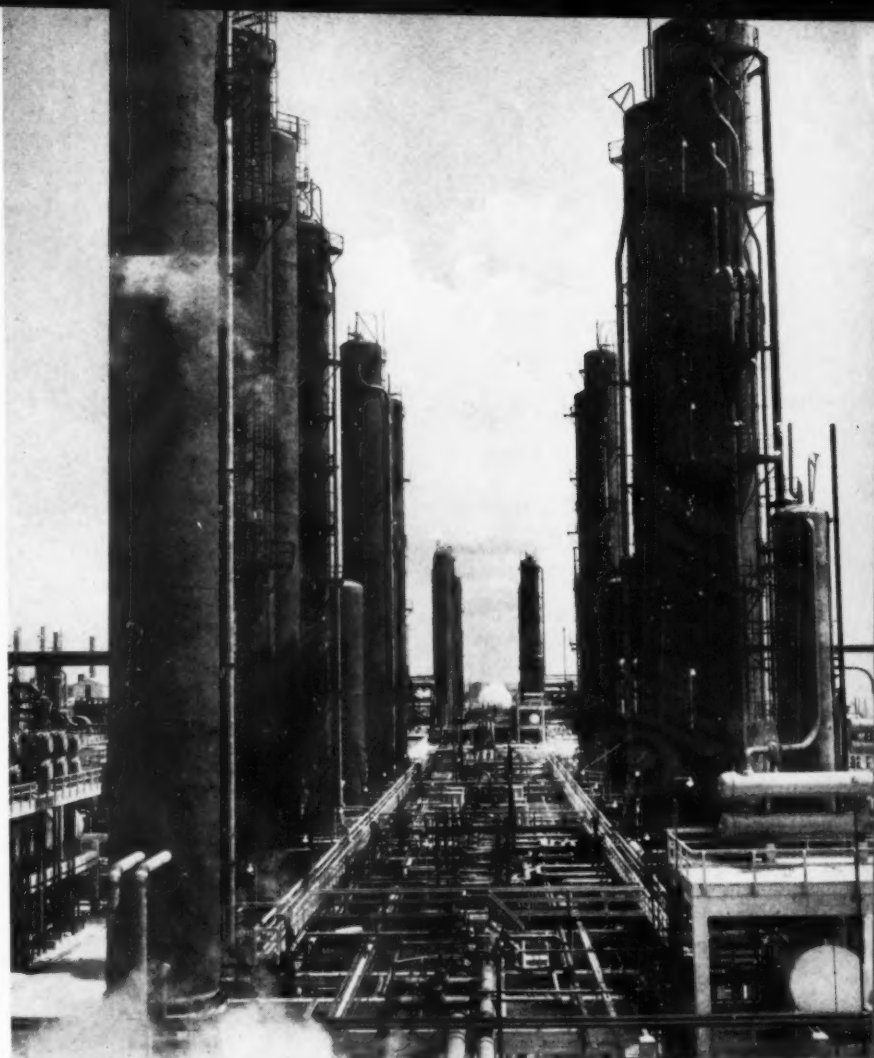
In manufacturing furfural from agricultural residues further residues remain. Approximately 75% of the original raw material, by weight, remains in the form of spent material. In this, too, there is money if uses for it can be found.

Sit down for a while with Dr. Hitchcock who is the head of Quaker Oats' Chemical Division and he will talk in a chummy way about such simple things as tetrahydrofurfuryl alcohol, hydrofuramide, sodium furoate, methyl furan, ketone, aldehydes, thiocyanates and the co-polymerization of various amines, etc.

Then, abruptly, he may say, "To sell these things you've got to have an 'opener.' You know what I mean—jacks or better. Our jacks, especially in our early days of sales pioneering, were first of all interest, which in some measure is curiosity, and the challenge that furfural, once harnessed, could work to big ends.

"We knew that our salesmen, highly trained, laboratory specialists all, if they would go to industrial laboratory technicians with something that would challenge them, could get them to working on furfural. When a sample of furfural was dropped we could only sit back and wait. Something might come of it in a month; perhaps not for years. We dropped one sample once and waited 12 years for an answer. But when it came through the user immediately set out to build a \$5,000,000 factory to utilize it. You see . . . they buy when they're ready."

Now that the wars are over, we hope, the research to find new uses for furfural goes on unabated. Du Pont, since the first of the year, entered into a contract with Quaker



AROUSÉ BY THE CHALLENGE to find a way to use a seemingly worthless by-product, furfural, scientists found one solution in time for war-time synthetic rubber program. Now, markets are needed for "wastes" from furfural output.

Oats for a huge quantity of furfural to be used in making nylon. Du Pont's annual requirement will call for the processing each year of 100,000 tons of corn cobs, oat hulls and similar farm products. Thus these products have been added to the "coal, air and water" from which milady's hose grew.

Very often in the long job of making friends and interesting people, to get them to work to find new uses for furfural, the trained chemists and chemical engineers on the Quaker Oats sales staff would research the company's technical files for a week, two weeks or a month before making a call. This was to arm them with their "jacks for the opener." The salesman, too, had to know enough about the prospect's products and their manufacture to arm him for seeding the conversation with practical ideas. If he could "wave a rainbow" so much the better.

"Almost any large plant processing raw materials, anywhere in the world today, develops a large amount of

by-products," explains Dr. Hitchcock. "Unless they are utilized they are worthless and lost. It may seem odd to the uninitiated that a cereal mill, or a packer, finds a place in chemical manufacture. But today it is inevitable.

"We started out, 25 years ago, making one of the least known and least wanted products in the world and we made it in the world's largest cereal mill. Our job was to rescue a waste and make an asset of it. Today, instead of merely using our own waste, we have buyers out contracting with commercial corn shellers for their cobs, with ginners for their cottonseed hulls, with rice millers for their rice husks.

"We have done it only because we trained a new type of technical salesman, creating him out of laboratory material, so that he could go out and create new uses for a newly created product. That, in a nutshell, is how we did the job. It all boils down to this: You can't make a product . . . long . . . unless you can sell it."

# How to Be a Good Neighbor In Your Factory Community

BY ETNA M. KELLEY

When Johnson & Johnson opened a new plant in Cranford, New Jersey, they held Open House for local business and social groups and worker-families. Careful planning made it into a first-rate good-will building opportunity.

As a manufacturer, what can you do to get off on the right foot when you build a new factory in what has been pretty much of a suburban community? The plan worked out by Johnson & Johnson when its new baby products plant was opened last summer at Cranford, N. J., may provide some cues on how to make a factory debut.

Johnson & Johnson's new plant is located about a mile from the center of Cranford, an attractive suburban town of 18,000 people. The westward push of industry across New Jersey is just beginning to touch the Cranford community. Johnson & Johnson planned from the start to provide not only a pleasant place for people to work, but to be a good neighbor and an asset to the Cranford community.

Winning the community's acceptance as a good neighbor was not left to chance. Plans dated from the architect's drawing, 22 months before the official plant opening last summer. The cream and blue colored building of modern design is situated in the center of a well-kept 30-acre tract of land; its manufacturing fa-

cilities were designed so that there would be no smoke, dirt, dust or objectionable odors.

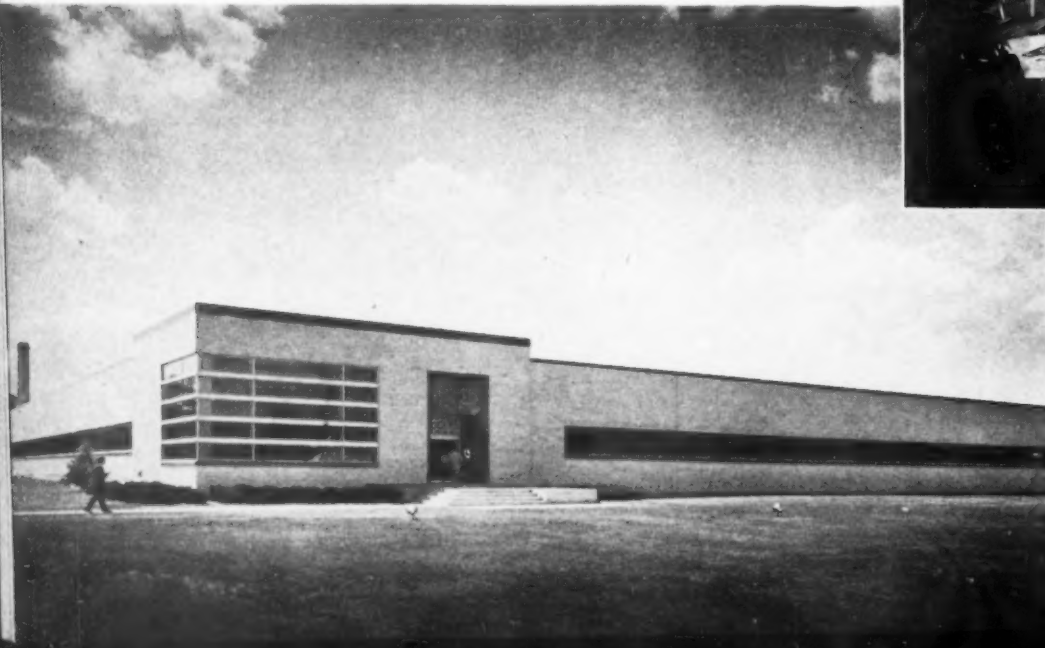
Though the official opening took place in July, plans for the beginning of operations were put into effect as early as November, 1946. Soon after that time, H. G. Fromm, plant manager, and Catherine Zincke, personnel manager, were mapping a campaign to launch the organization in such a way as to ensure good, long-term relations with the people of Cranford and other nearby communities. A time-table was made, and the schedule was rigidly followed.

The program really got under way on June 4, when 16 prominent citizens and civic leaders of Cranford were entertained at luncheon in the J. & J. cafeteria. They heard the aims and policies of the company and were asked for advice on introducing the plant to the community; and, specifically, for suggestions on an open house, which J. & J.

would hold on July 1, 2 and 3. They accepted these responsibilities with good grace, checked invitation lists, and offered a number of practical tips. For example, they suggested that on opening day, when members of the Rotary and Lions' Clubs and the Chamber of Commerce, women's clubs and the like were to come, punch and cakes rather than cocktails should be served. They also assumed some responsibility for getting the various groups to stagger their attendance, rather than overlap and cause bottlenecks in the tours through the plant which were planned. Finally, the 16 promised to act in the capacity of official hosts



**GOOD EMPLOYEE** relations start on the drawing boards. Johnson & Johnson designers set out to create a factory which would please the community and employees as well as be an efficient place in which to work.



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VISITORS CAN LOOK directly into Johnson & Johnson's spotless factory.

and hostesses on the first of the three open-house days—the day when the special local groups and employees' families were to visit the plant.

The next day a news story and announcement of the opening appeared in the local paper, followed shortly thereafter by paid advertisements, one of them a full-page. They were prepared by Young & Rubicam, Inc., the advertising agency handling J. & J. baby products. They were illustrated with views of the new plant. Text explained the company's policies and its desire to be a good neighbor. Copy also invited the public to be present at the second of the opening days, on July 2, the day after the special groups were to come.

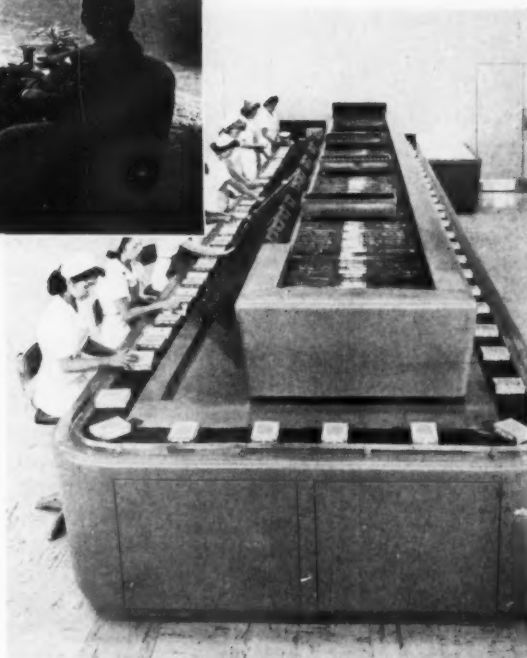
July 3, designated as "J. & J. Day," was set aside for visits from the workers in the main Johnson & Johnson plant at New Brunswick. On this day, too, the contractors and others who had worked on the new plant and suppliers whose materials were used in constructing it, were also to come.

In preparation for these special days, a series of letters was sent out to those to be invited—to the officers of the special groups of the community, to the representatives of the press and to the plant managers, doctors, druggists, to the board of directors and their wives.

To make sure that, so far as possible, no one in the entire community should be overlooked, a mailing list was compiled from the voting records of the town of Cranford. Everyone

whose name was on the list received a 12-page illustrated booklet, in blue, black and white colors, titled, "May We Introduce Ourselves?"

Meanwhile, the entire staff, then numbering 75, was preparing to act as a welcoming committee during the three open-house days. Feeling that visitors would want to see the plant in operation, plans were made to maintain an operating force at all machines throughout that period. It was also decided that workers should take turns at stations through the plant, to answer questions and give directions to those going through the building. Each worker in the organization took part—shipping clerks, packers, laboratory and office staffs. Each spent a certain amount of time at a given station, as an official attendant. Girls wore corsages and the men boutonnières, so they could be easily spotted by visitors. In preparation for this service, employees had to acquire considerable general knowledge about the building and its operations. They learned not only the functions and capacities of the various machines, but also why streamlined guards had been placed about them; why the windows are blue when seen from the outside, and clear from the inside (to cut down glare); the name of the industrial designer and the names of the types of fur-



nishings he had selected for the lobby and recreation room. They also boned up on the company's policies, and on such matters as insurance and other benefits. To be sure that they could handle these duties efficiently, rehearsals were staged in advance.

To make doubly sure that visitors could acquire full knowledge of the plant's operations, two types of signs were prepared. Large ones about four feet across carried such information as: "Automatically fills, caps, cartons and seals," or "Automatically cleans, fills, cools, caps and labels cream jars." On each of these large posters, there was also an amusing drawing in pastel colors, showing a cherub sliding down the moon or polishing a star, or something of the sort. Easels were bought for these large placards, so that they could be placed strategically where visitors could see them when they arrived at a given section. Small supplementary signs were also set up to

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**COMMUNITY LEADERS** suggested that civic groups stagger their visits over the three-day open house so that everyone could enjoy an unhurried plant tour, a thoughtful gesture.



**WHAT THEY DO ON THE JOB:** At Johnson & Johnson's open house, families and friends had the opportunity to see people they know demonstrate their jobs. It adds human touch.

identify machines and operations, with such wording as "Powder Control Panel" and "Weighing Machines."

The plan worked even better than its organizers had hoped. On the first day, more than 1,000 came; on the second day, more than 3,000; and on the third, about 2,000. Guests were presented with souvenir gifts of samples of the plant's products.

There was plenty of justification for the Cranford plant's staff's efforts to make it possible for every interested person in the community to visit the place during the open-house period. The new building is architecturally attractive. The streamlined machines are painted a soft, medium-blue color. Even the control panels, with their gleaming

chromium dials and buttons, and neatly lettered information strips, would do justice to a luxurious airplane. Indirect lighting fixtures recess into the ceiling; there are plastic tile-covered floors, air conditioning, and window strips extending along the entire length of the long workroom.

The cafeteria, with its comfortable chairs, its sound-absorbent ceiling, and its long window expanse, is also a pleasant place. Next to it is a large recreation room with a ping-pong table, tables and chairs for card games, and modern easy chairs of the "body-contour" type. Planned by Herbert Rosengren, the industrial designer, it has a number of "decorator" touches, but does not appear at all stiff or formal.

The lobby, which is just inside the main, front entrance, is very striking. The wooden sections of the wall are paneled in hawthorn. The high windows extending across the front and one side of this section are of Thermopane, are glareless, and have four cross-bars of aluminum breaking the large glass expanse. There are floor-length draw curtains of gray glass fabric at these windows. The chenille rug is putty-colored. The modern over-stuffed chairs and sectional divan are covered with a nubby-weave cotton in rose and chartreuse. The enclosed, circular desk of the receptionist is also paneled in hawthorn and has behind it a rectangular panel with large open squares into which pots of growing plants may be set. A large plate glass window divides the lobby from the main workroom, affording a view of operations. There is a product display in the long, glass-topped case extending beneath the window.

### Workers Set Rules

Reading between the lines, one can see that Johnson & Johnson's good neighbor policy is closely allied with its industrial relations policy; that the qualities which make the plant an asset to the community also make it a pleasant place in which to work. There are no management-imposed rules at the plant; the workers have regular meetings and set up their own rules for the common good, deciding on such matters as where smoking should be permitted, and on plant housekeeping. It is because of the friendly spirit which prevails that everyone took an interest in the open-house period and assumed the responsibilities of acting as host—an attitude which had a great deal to do with the success of the plant-opening event.

As long ago as in 1941, Johnson & Johnson had established a precedent for inviting the public to visit a new plant. In that year, open house was held when the company's Ethicon Suture Laboratories were opened in North Brunswick, N. J. Last March, when the firm celebrated its 60th anniversary, visitors were invited to make a tour of the plant and view a display showing progress of the company during its long history.

But the baby products plant, more than any other, is veritably a "show-place of modern factory planning." If, as the company indicates, more will be done along this line; and, in particular, if other companies adopt the same pattern of earning the respect and goodwill of workers and the community, there will be less industrial strife on the American horizon.



**FLOATING DISPLAYS:** Glassware seems to "float" (above) from the background through adroit use of grooved fixtures and indirect lighting.

**BUYERS' WELCOME:** This is a head-on view (right) of Libbey Glass Division's showroom in New York City. It's an open front display.



## A Look at Libbey's Display Idea Center

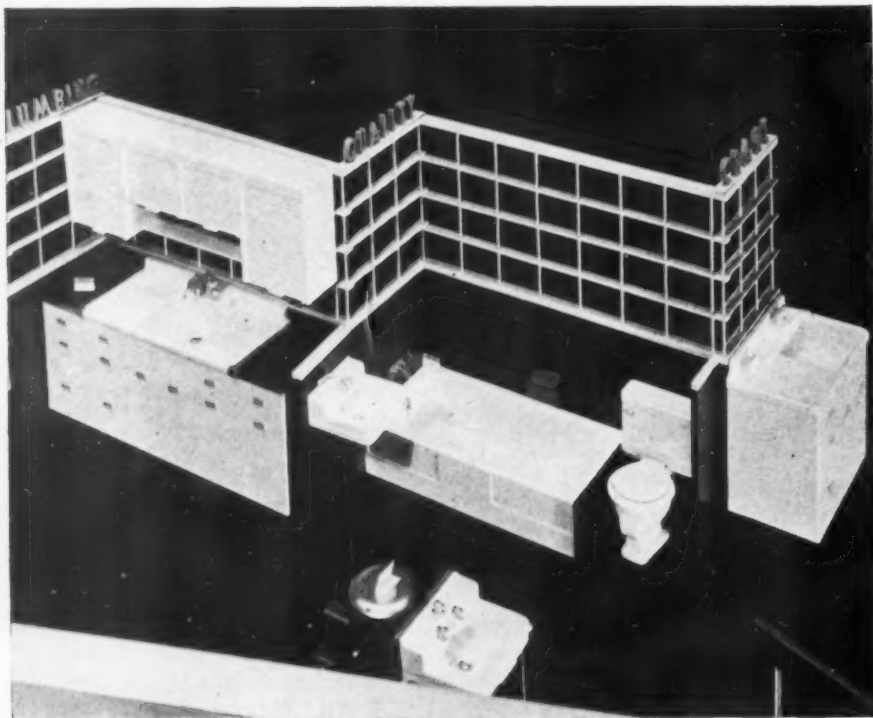
This is the new showroom of Libbey Glass Division, Owens-Illinois Glass Co. in Rockefeller Center, New York City, incorporating the company's techniques for displaying table glassware. Similar offices have been opened in Philadelphia and Chicago.

Libbey's showroom serves a dual purpose. For its own salesmen, it provides the kind of sales setting which Libbey finds produces the largest volume of sales. At the same time, the showroom provides retailers with tested display ideas. Libbey will furnish retailers with data on display, storage, decoration and lighting ideas employed in the three showrooms, according to William M. Beckler, general sales manager.



**NEW TECHNIQUES:** Two new types of wall shadow boxes (above) are at the entrance of Libbey's showroom. The conference room (right) accommodates groups but still does not appear too large when used by a few people. There's a built-in film projector.





## Plumbers Become Merchants With Assist from Crane

Based on an interview by Lester B. Colby with  
**H. A. BERGDAHL** • Manager of Dealer Sales, Crane Co.

The man with the wrench is no longer a mere mechanic who installs sinks and fixes taps. Today he has a modern store and he is learning how to merchandise and sell the products for which he has long acted only as a serviceman.

The plumber today is a *businessman*. He's been teched by the shine-up bug. His shop's a store, all spick and span, germless on the surgical plan.

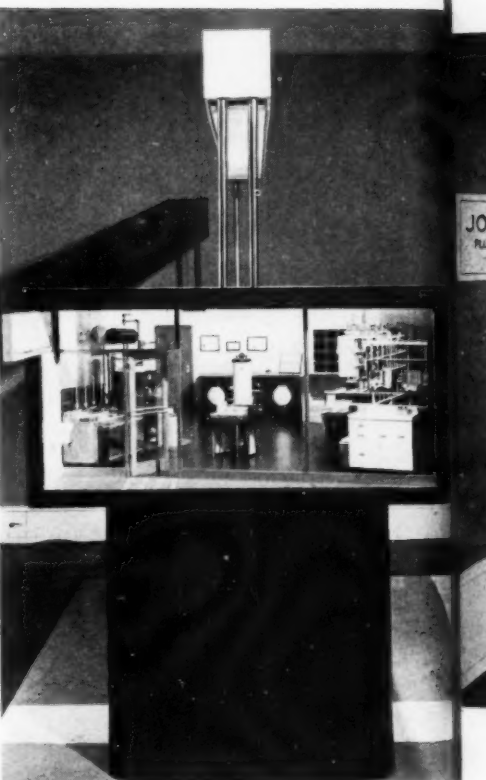
The Crane Co., Chicago, is a bright factor in all this, and among the best tools used are a lot of teeny weeny things, midget models of bathtubs, sinks, toilets, heating boilers and furnaces, hot water heaters, water softeners, water tanks and similar items set up in Lilliputian units and assemblies for exhibition, planning and photographic purposes.

It all makes highly "visual" the message Crane officials want to get across to the trade. They back up a schooling course that has been han-

mered into the trade endlessly now for many months. The primary idea is to increase the sales effectiveness of plumber dealers—to get them to *sell* the things they used to "set in and fix."

The store development drive was started back in 1945. It was carried through 1946 and 1947 with increasing momentum. Summarizing the results, H. A. Bergdahl, Crane's manager of dealer sales, says, "I've never seen anything like it in my born life."

Thousands of places that by courtesy of exaggeration used to be called stores have bloomed out into fine open front display rooms. Mr. Bergdahl says this about the best uses of the miniatures:



"1. We can arrange and rearrange and study layouts and solve problems easily, building visualizations of actual stores to fit into our merchandise planning. Tiny models help everyone to 'see.'

"2. The miniature layouts are used for photographic purposes and the photographs and printed reproductions of the photographs can be used without the cost, time and trouble of actually setting up complete life-size stores to get our idea across. The pictures, which look amazingly like real stores, help us to promote the idea of better store planning and layout and to get across our philosophy for selling. They have excellent publicity value.

SALES MANAGEMENT





**LILLIPUTIAN DISPLAYS:** Photographs above and to the left are of life-like models. Crane takes its miniatures to conventions and exhibits to illustrate what dealers can do with 20 feet of display space. Crane's folders show layouts for single, shallow and double-bay stores.

"3. Our little stores are easy to ship to conventions and meetings throughout the country at small cost and trouble. They are convincing.

Many of the 8,000 Crane outlets, operated from stores of some kind, have recently gone through a more or less radical face-lifting. This advancement has occurred in the far west, the plains states, the south, the mid-central country and the far east. The idea, in a nutshell, has practically doubled the number and size of Crane dealers with retail store facilities.

"So far we haven't heard a single one say, 'I'm sorry,'" says Mr. Bergdahl. "From the present outlook it is going to take some time for the

plumbing industry to get completely sold up to demand. If that day comes, and probably it will . . . in time . . . we think that the sales-minded plumber dealer will be much better off than when he was merely an over-all fixer."

In this job of brightening up the plumber's world, the new principle in store planning has been developed by merchandising and store layout experts. Simply expressed, it is the removal of all barriers between passers-by and the merchandise offered in the store. The whole store becomes a show window. Merchandise is displayed to create desire.

Using its miniatures, the company manages to emphasize that the open

front layout is particularly applicable to businesses that operate from small or medium size stores and where the merchandise handled is in large enough units to make attractive displays.

The open front idea is by no means confined to the plumbing industry. More and more the modern store is calling for large windows and visibility. The plan has been well tested.

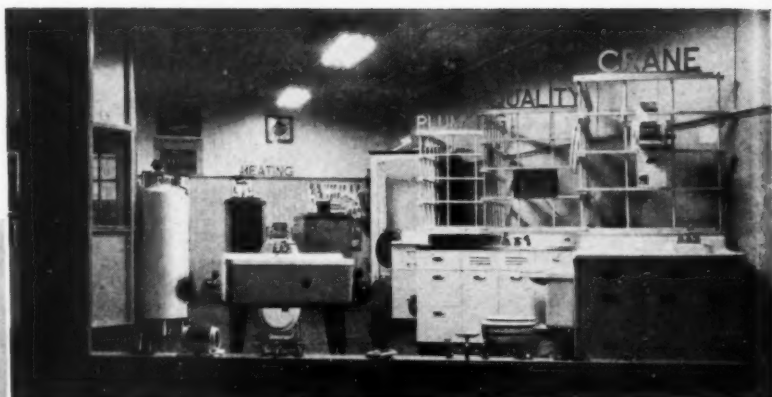
The idea fits neatly into the plumbing and heating business. Floor layouts for single-bay, shallow-bay and double-bay stores have been shown in educational folders, together with pictures of the miniature setups, since the outset of the campaign in 1945.

One of the ideas is to get away from the old straight-wall arrangement with its long flow of wall shelves, long straight counters and centuries of the old-fashioned look. Instead, using angle panels, diagonal setups, the displays are broken up into units with both end-and side-backgrounds for each. The purchaser, by looking at the unit groups rather than at the separate fixtures, is more impressed because he gets a better idea of how the finished job will look.

More, it gives the customer a better view of the arrangement from two sides, makes for harmony, and breaks down the straight-laced effect of the old method of presentation. The cost of building a new open front store is no more, or at least not much more, than building the conventional type. In many cases of re-



**END RESULT:** Through the use of Crane's miniature showroom models, two dealers built these "open front" stores. The miniatures are readily adaptable to individual problems.



modeling it is found that the structural changes can be made at reasonable cost.

That first store planning book, published in 1945, was titled, "Open Front Stores for Crane Dealers." The newest book, boasting conservatively about results, published in 1947, is called, "Open for Business." This goes a long step beyond the first. It shows many pictures of dealer stores that have been built, rebuilt or given new fronts within the two years that the program has been in effect. It says:

#### **Improve Store Design**

"The trend in our industry is unmistakably in the direction of improved store design and the adoption of proved sales-building principles. Everywhere in the country there is increasing evidence of activity on the part of Crane dealers to improve their retailing facilities in accordance with more modern merchandising methods.

"The open front store program was first offered . . . to suggest a plan that would incorporate the principles that have proved practical and successful in the operation of other retail stores. The services of architectural experts and experienced

merchandising men were employed to develop the basic principles of integrated store layout for this industry.

"The pictures shown represent only a fraction of the stores that have adopted the principles. If space permitted, many others could be shown with equally good results."

One important feature, stressed in the program, is the installation of "small goods merchandisers." These are neat counter, displays, and the suggestion is that they be placed close to the store entrance. The idea is that they be well stocked with such small items as washers, pipe solvents, fittings, tank balls, etc.

"Get traffic into your store, get customers in the habit of coming in for small purchases," the Crane story goes. "Then, when they want to make larger purchases or installations that may run into sizeable sums, you are the logical source. Small trading now may mean big and profitable purchases later on.

"Displays sell merchandise, but merely having merchandise in your store does not mean that it is on display. Bare merchandise may attract some attention, but when it is placed in a natural setting with explanations of its features clearly visible, every prospect in your store is sub-

ject to your sales story, and buying is made easier for the customer.

"Whenever possible, try to capitalize on otherwise unsightly space. Develop displays and selling messages that can be placed to eliminate all visible, negative features."

Among the suggestions are: Backgrounds to simulate the complete arrangement in an actual bathroom with tub, closet and lavatory; shower curtain display with a complete set of samples from which the customer may make selection, with price chart, self-demonstrating fan displays, to attract customer interest.

A further suggestion: If the office is on the same floor as the store keep the business department well back and keep it orderly.

Further, Crane advises: "Don't hang up or paste up signs and banners that will cut off the view of the store from the street. Remember, an open front store makes the entire store a show window. Have good signs, bright signs, and effective ones, but be sure they are where they won't cut off that view of the inside of the store because that is one of your best merchandising assets.

#### **Hold Down Clutter**

"Window treatment," the story continues, "is important. Angled windows are suggested wherever possible; and they should not be cluttered. Put in them a limited number of outstanding, handsome, bright, rich looking pieces. Such windows pull in the larger sale. Windows cluttered with a mass of small gadgets, frolics and gimmicks mark the store as a . . . well, don't make your store a five-and dime."

"The modern plumbing and heating store, like the old gray mare, ain't what it used to be," says Mr. Bergdahl. "Those miniatures, made by the Dennis C. Locke Co., Chicago, are proving to be anything but play-toys. They are a factor in lifting the face of plumbing and heating stores all the way across the Nation."

# 1947



## "Was that a Busy Year!"

We completed the largest construction program in our history—more than twice as large as any pre-war year.

A billion dollars was put into new facilities for the expansion and improvement of your telephone service.

2,700,000 new telephones were added to the Bell System—more than 10,000 every working day.

13,000,000 more calls a day were handled—a new record.

The telephone story of 1947 is one of expanding business, extraordinary building of new facilities, rising costs and higher payrolls.

It is the story of unceasing effort to meet the continuing demands for more and better telephone service.

BELL TELEPHONE SYSTEM





# CAMPAIGNS AND MARKETING

## Combine Pushes Peach Dessert

January and February will see the launching of a cooperative promotion for Boston Peach Cream Dessert which will be sparked by more than 95,000,000 newspaper and magazine advertisements. Participants in the campaign are Pillsbury Mills, Inc., the California Cling Peach Advisory Board, the Can Manufacturers Institute, and the American Meats Institute.

The drive is designed to step up the turnover of Pillsbury's Best Enriched Flour and any brand of canned California cling peaches through tie-in sales of the main ingredients of the original dessert. Other ingredients include eggs, milk, sugar and cream.

Pillsbury and the Cling Peach Advisory Board will concentrate forces in newspaper and magazine advertising—mostly color—reaching more than 70,000,000 circulation during January and February.

The Can Manufacturers Institute, tying in its current "whole meal" promotion with the campaign, will feature corned beef hash and the new dessert as the components of a model meal in nearly 25,000,000 magazine color advertisements during Febru-

ary. The same meal combination, meanwhile, will be featured by the American Meat Institute on Fred Waring's radio show, released by National Broadcasting Co. through 161 stations, coast to coast, and reaching an estimated 3,000,000 listeners. In effect, nearly three Boston Peach Cream advertisements will reach every home. Most of them will be in full color and all will carry the recipe developed by the Ann Pillsbury Home Service Center.

By February 1, Pillsbury Mills will have run four-color advertisements in *The American Weekly*, *This Week Magazine*, *Better Homes and Gardens*, *The Family Circle Magazine*, *McCall's*, *Woman's Day*, *Farm Journal*, *Successful Farming*, and *Pathfinder*. In addition, black and white advertisements will appear in 65 newspapers, *Rural Gravure*, *Grit*, *Southern Planter*, and *Progressive Farmer* (Texas edition)—51,499,643 messages.

The Cling Peach Advisory Board, between January 25 and February 1, will run a full-page, four-color advertisement featuring Boston Peach Cream Dessert as Fibber McGee's favorite in *The New York Times* and *The News*, New York City, *The Philadelphia Inquirer*, *The Times-Picayune*, New Orleans, La., *The*



**BREAKAGE DROPPED**—Glass didn't, when Bellows Electric Sign Corp., Akron, O., began appealing to handlers' sense of humor.

*Denver Post*, *The Courier-Journal*, Louisville, Ky., *The Fort Worth Star-Telegram*, *The Telegram-Gazette*, Worcester, Mass., *The Norfolk Ledger* and *Virginian Pilot*, *The Hartford Times*, and *The Nashville Tennessean*—and all backed by half-page advertisements in full color featuring the recipe illustration in *The American Home*, *McCall's*, *True Story*, and *Woman's Home Companion*—19,120,868 messages.

The Can Manufacturers Institute full-page, full-color advertisement, featuring corned beef hash and the new dessert in a model meal, will appear in February issues of *Better Homes and Gardens*, *Good Housekeeping*, *Ladies' Home Journal*, *Life*, *McCall's*, *The Saturday Evening Post*, and *Woman's Day*—24,670,481 messages.

## Three-Year Pine Promotion

Dealer helps, field work with users, technical service, and advertising are included in a three-year promotional campaign now underway for the Southern Pine Association. Objective of the campaign, according to Jim Calvert of Bauerlein Advertising Agency, New Orleans, La., which handles the account, is "to focus public attention on the essential facts regarding availability and uses of pine as a structural wood."

The campaign is estimated to cost \$500,000 and is financed by a voluntary assessment plan of 10 cents per 1,000 board feet of lumber shipments from S. P. A. members.

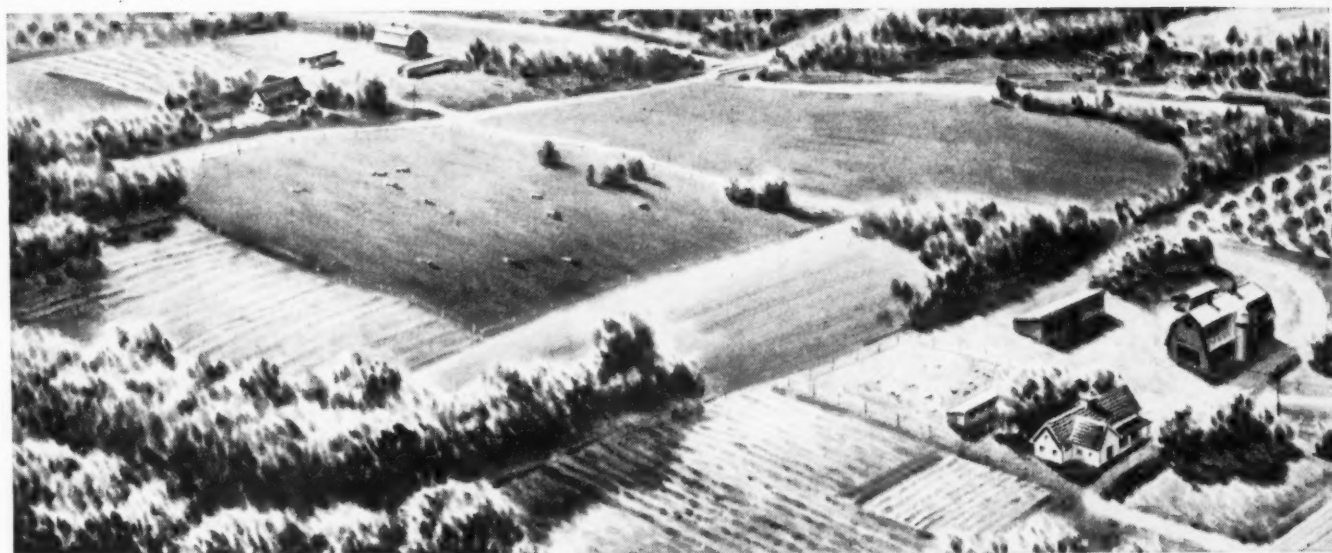
H. C. Berckes, secretary-manager of the 32-year old Southern Pine Association, says that the campaign will aid manufacturers in technical service and field work, and in cooperation with lumber dealers throughout the country.



\$500 this window won for Ed Selig's store, San Francisco, as first prize, Division A, in the Byer-Rolnick Co. nation-wide Resistol Hat window display contest.



## Are you depending on URBAN MAGAZINES . . .



## . . . to cover the RURAL SOUTH?

THE SOUTH is 65% *rural* in population, whereas the remainder of the country is 65% *urban*. Are you depending on advertising in magazines preferred by *urban* readers, to sell the prosperous *rural* South?

A recent Crossley survey of the 14 Southern states shows that only 11.8% of the South's farm families read *Life* . . . 6.3% read *Ladies' Home Journal* . . . 5.4% read *The Saturday Evening Post* . . . 3.9% read *Collier's* . . .

The *rural* South subscribes to *The Progressive Farmer*. Added to any list of magazines in which your advertising appears, *The Progressive Farmer's* one million

circulation (3,860,000 readers) fills a big gap in your advertising coverage.

Crossley survey figures show that in the *rural* South, *The Progressive Farmer* leads the next farm magazine by 47% in number of regular readers and by 99% in number of regular readers who name it their favorite magazine.

Leading advertisers and advertising agencies recognize *The Progressive Farmer* as the *rural* South's dominant sales influence. 1947 was a record-breaking advertising year for *The Progressive Farmer*—its fifth consecutive year of great advertising gains.



Advertising Offices: BIRMINGHAM, RALEIGH  
MEMPHIS, DALLAS, NEW YORK, CHICAGO  
Pacific Coast: Edward S. Townsend Co., San Francisco, Los Angeles

JANUARY 1, 1948

One popular misconception the S. P. A. is endeavoring to correct in the public mind is that the pine industry is dying. Actually, the South's pine crop is replacing itself almost as fast as it is cut away. Conservation practices, scientific forestry methods and proper administration of forest lands have kept the pine industry in a top bracket in the national economy.

The Southern Pine Association plans a broad program of stepped-up promotional activity which includes field work, dealer cooperation,

technical service, research and advertising.

Staff men will work with specification writers, engineers, architects, contractors, Government agencies and educational institutions to develop technical data and construction information. They will work with retail dealers, wholesalers and commission men on merchandising surveys, market analyses and special studies for improved cooperation with dealers. Finally, they will assist mechanical and engineering departments of railroads and industrial firms to in-

vestigate product developments.

To keep its product before the public, the Association proposes a program of cooperative dealer advertising for use of dealer groups in promoting quality lumber and sound construction. This will entail, in addition to usual promotional aids, the publication of plan booklets and literature for use by dealers and prospective builders—also the production of sound films to be shown at meetings, civic clubs and conventions.

## Roadshow In The South

Bailey's Supreme Coffee, in a four-months campaign, has been cutting a swath wider than Sherman's through Georgia and the rest of the southeastern states. Supplementing the sales activities of more than 1,000 jobbers and affecting approximately 4,000 retailers, Bailey has been barnstorming the Deep South with Broadway showmanship for Supreme Coffee.

Pixad, Inc., New York City, was called upon to furnish the sales sparkle. Pixad president, "Chick" Thompson, originator of New York City's newest crowd-catching spectacular, adapted a unit of his new medium to Bailey's promotion requirements, and put it on wheels.

This mobile unit includes an aluminum and Plexiglas trailer in which is installed a 6' x 8' screen with rear view projection and equipment necessary to operate 16 mm. pictures.

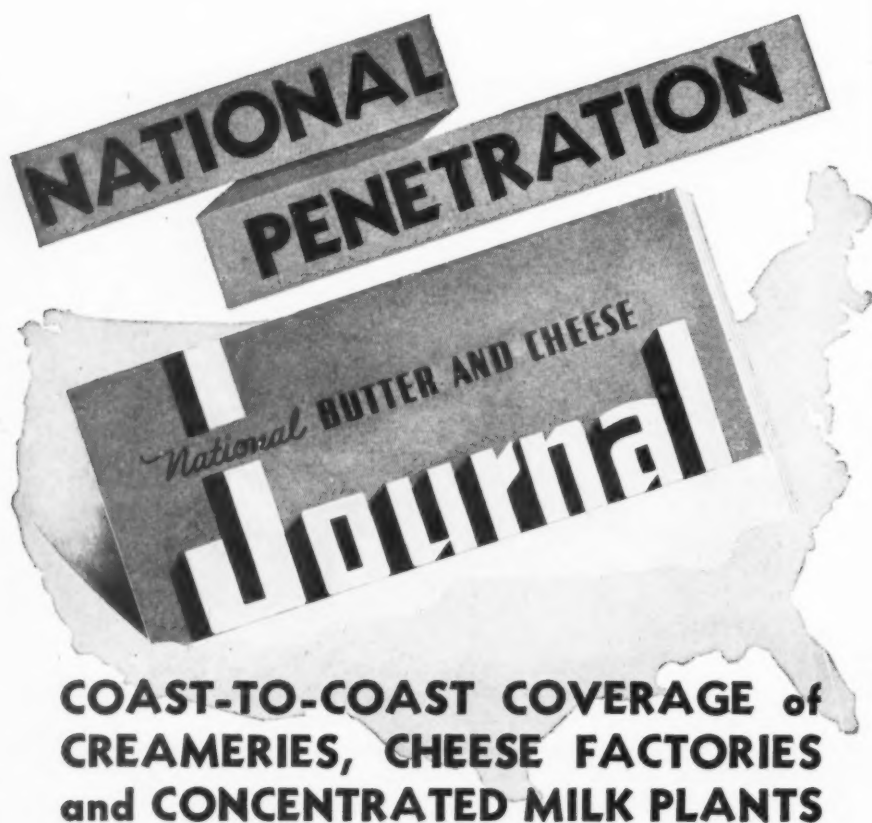
The trailer, 40 feet long and 10 feet high, can be parked practically anywhere; and anywhere it is parked it attracts large crowds. The usual procedure is to draw up in the courthouse square, or some equally conspicuous spot. Then a feature moving picture draws the crowd.

Finally, a special short shows one of Georgia's foremost home economists demonstrating the proper preparation of Bailey's Supreme Coffee. At the climax of the showing, a 60-foot stream of coffee aroma is wafted out over the crowd. Altogether, the trailer will travel 7,000 miles and visit 120 cities and towns.

## Rayve Shampoo Spreads

Beginning early in 1948, Rayve Cream Shampoo will supplement its current network radio advertising with a campaign of four-color full- and half-pages in top circulation magazines. Also, widely expanded coverage via local radio will absorb 75% of the total budget and will consist of one-minute commercials and of 15-minute and half-hour programs with local, well entrenched audiences.

SALES MANAGEMENT



**NATIONAL  
PENETRATION**

*National BUTTER AND CHEESE*  
**Journal**

**COAST-TO-COAST COVERAGE of  
CREAMERIES, CHEESE FACTORIES  
and CONCENTRATED MILK PLANTS**

This nation-wide group of basic active markets so comprehensively covered by the National Butter and Cheese Journal is one of the soundest, richest, and most able-to-buy divisions of the vast dairy industries. In one national publication you get national coverage of over 90% of the nation's leading butter manufacturers, cheese factories, and condensed, evaporated, and dry milk plants . . . paid ABC circulation that counts where your advertising does the most good in plants that count. The National Butter and Cheese Journal offers you a select reader-audience carefully built

up through 37 years of industry service . . . and an outstanding record of results for advertisers. Write for market data and equipment and supply needs in the thriving butter manufacturing, cheesemaking, and concentrated milks industries . . . makers of America's indispensable dairy foods.

For Detailed  
Reference Data  
See  
**THE MARKET  
DATA BOOK**  
Business  
Publications  
Edition

**THE OLSEN PUBLISHING COMPANY**

1445 N. FIFTH ST.

Milwaukee 12, Wis.



# SERVE MORE CUSTOMERS WITH LESS EFFORT ... IN A BEECHCRAFT BONANZA

**T**wo customers to see, and it takes two days to do the job—ordinarily. How much better to do it all in *one day*... and be home for dinner! That's what happens when you have a Bonanza on your sales staff!

This fast, comfortable plane gives you *mobility of action* impossible by ordinary travel methods. It gives you *time* to explore new sales opportunities, to give personal support to district managers—and do a thorough home office job as well. You accomplish this at surprisingly low cost—as little as 1¢ per passenger mile.

A note on your company letterhead will bring an informative brochure on "The Air Fleet of American Business." Write today to Beech Aircraft Corporation, Wichita, Kansas, U. S. A.

## ELSNER ENGINEERING WORKS

MFR. OF PAPER CONVERTING MACHINERY CIGAR BOX MACHINERY  
DESIGNING AND BUILDING OF SPECIAL MACHINERY  
CONSULTING ENGINEERING  
HANOVER, PA.

October 27th, 1947.

Beech Aircraft Corporation,  
Wichita (1), Kansas.

Attention Mr. Walter H. Deech.

Gentlemen:

In the course of the last few years with an enlarged clientele about evenly distributed all over the states the necessity for faster means of transportation became very acute. I can truthfully state that with the BONANZA this problem has been solved most effectively and economically.

My company is now in a position to give its customers prompt service and contact prospective customers speedily without much consideration in respect to localities.

In all my personal flying time, I have never flown a plane less effortless. The BONANZA will actually fly itself after trimming for a selected cruising speed. The arrangements of instruments, the freedom from noise and vibration, and the most effective heating and ventilation system contribute to the comfort of flying this ship.

In closing let me add my congratulations for the splendid results you have achieved in the BONANZA. I remain with best wishes,

Yours very truly,

*Frank Elsner*

Frank Elsner.

FE:jf



Top speed, 184 mph  
Cruising speed, 172 mph  
Range, 750 miles

BEECHCRAFT  
**BONANZA**  
MODEL 35

BEECHCRAFTS ARE THE AIR FLEET OF AMERICAN BUSINESS

JANUARY 1, 1948

51



## *Hold It!*

To get attention  
and to hold it calls  
for showmanship,  
for character and  
human understanding.

In motion pictures,  
slidefilms and  
art, chart or graphics,  
the necessities  
are developed only  
through long  
professional experience.

*The*  
**JAM HANDY**  
*Organization*  
To Get Understanding

VISUALIZATIONS • TRAINING ASSISTANCE • SLIDE FILMS • INDUSTRIAL MOTION PICTURES

NEW YORK 19

WASHINGTON, D.C. 6

PITTSBURGH 19

DETROIT 11

DAYTON 2

CHICAGO 1

LOS ANGELES 28

# Why General Foods Will Make a Large Investment in Television

In 1948, General Foods Corp. is betting that television will stand on its own feet as a first-rate sales medium for mass consumption products. It's making results of its 18 months of programming and research available to all advertisers.

General Foods Corp. has taken a long, hard look at television as a sales medium for its mass products and decided that it will start paying off as a promotional buy in its own right in 1948.

This means that in 1948 the sales and advertising managers of GF's product divisions have the green light from GF's top marketing management to spend as much or little money in television as they like—but these TV investments will be expected to produce sales results.

With this announcement, based on 18 months intensive study and experiment, Howard M. Chapin,\* sales and advertising manager, Jell-O Division, indicates that television in 1948 will be out of its swaddling clothes.

Mr. Chapin, who has served as chairman of General Foods' television policy committee, in announcing that his company is preparing to make a substantial and continuous investment in this new medium has released the basic material which his committee originally submitted to its top marketing management.

GF's top management has accepted the committee's recommendation that "All things considered we recommend General Foods' continued use of television in 1948 as an effective supplementary medium for commercial sponsorship in the New York metropolitan market."

This recommendation is based on what the committee has found to be these special advantages:

"1. Selective, higher-than-average income audience locally concentrated.

"2. An interested and enthusiastic audience.

"3. More television viewers per set than radio listeners per set, 49.5% more (television 3.54 viewers; radio 2.37 listeners.)

"4. An all-family audience, women 1.42, men 1.11, children 0.94.

"5. Favorable reaction to commercials.

\* See "General Foods' Television Committee: What It Is . . . How It Operates," SM-May 1, 1947, p. 65.

"6. High memorability of commercial selling points.

"7. High sponsor identification.

"8. A new opportunity for a new kind of commercial treatment—product demonstration and selling with full impact of sight and sound."

General Foods is giving wide distribution to findings collected originally as a base for its own marketing decisions. General Foods is betting that TV will become a mass medium in 1948. By distributing its findings, GF seeks to speed the use of TV by other sellers of mass consumption products. However, Mr. Chapin points out that these findings are based only on questions which GF needed to know for its own guidance. Cigarette and auto makers, for example, might use some of these findings, but they probably would need additional information to answer questions specific to their fields.

During 1947, General Foods conducted experimental programs on WABD (Du Mont), NBT (NBC), and WCBS-TV. Time and talent costs were paid by GF out of a special corporation budget. GF did not expect any commercial return.

To find out how the public is responding to television, GF turned to two of its advertising agencies, Benton & Bowles, Inc., and Young & Rubicam, Inc., New York City for a special survey.

This survey was concentrated in the New York area, which contains

64% of the 102,000 TV sets now estimated to be in operation in the Nation.

What is the character of the current TV audience? GF reports an average New York television family:

"Owns a set with a 7 by 10 inch screen.

"Has owned the set four to 12 months.

"The family is composed of 3.3 persons.

"They invite friends to drop in to see telecasts three times a week . . . or more often.

"They have a telephone.

"They pay more than \$75 a month rent.

"The head of the household was graduated from high school and attended some college.

"He is an executive, professional man or owns his own business.

"They can tune in all three New York stations.

"Has an average evening audience of 3.47 persons per viewing set; 1.42 men, 1.11 women, 0.94 children (under 17).

What evidence is there that the commercials penetrate? Research uncovered these findings:

"1. Average correct sponsor identification for seven programs checked by the coincidental method was 68%.

"2. For the same seven programs, of those who could correctly identify the sponsor, an average of 41% could name one or more things actually seen during the commercial."

What about the cost of using television? Researchers make these comments:

"1. At this time, cost-per-thousand viewers is high . . . running substantially above comparable radio cost-per-thousand.

"2. Costs are being reduced as circulation increases.

"3. (Costs) May be halved by June, 1948.

"4. (Costs) Do not warrant the use of television as a basic, mass circulation medium unless there are advantages over and above circulation."

What about the so-called "bar and grill" audience for television? In the research, this group was not neglected. By and large, bar and grill customers do not have a choice of programs . . . the station is selected by the management. Viewers in bars and grills appear to be "inattentive," to commercials . . . so as a market GF is "writing them off."





Retailers tell  
us that the ad-  
vertising col-  
umns of The  
Examiner are  
"hot" — a hint  
for national  
advertisers...

*What have you to sell?*

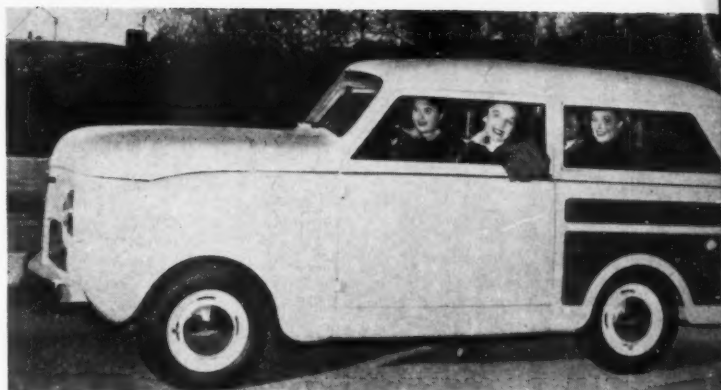
**THE SAN FRANCISCO  
EXAMINER**

FIRST FOR OVER SIXTY YEARS

NATIONALLY REPRESENTED BY HEARST ADVERTISING SERVICE

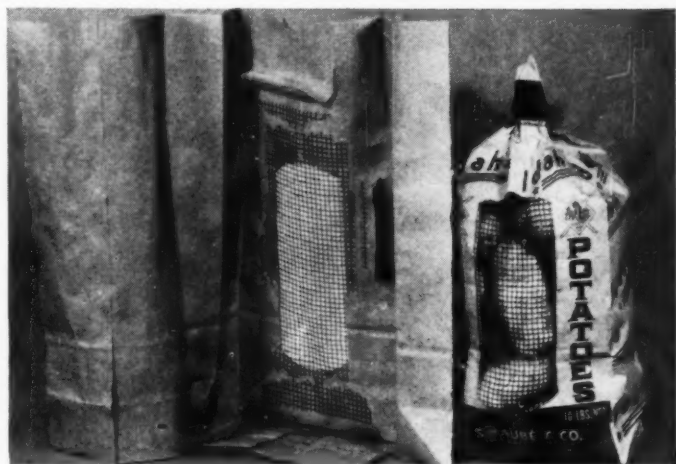


**GLASSWARE CONTAINERS:** New boxes have been made by Robert Gair Co. for the McKee Glass Co. line. Family resemblance has been maintained in design and the colors.



**CROSEY STATION WAGON:** It comfortably seats four and has ample luggage space behind rear seat. Crosley "Cobra" engine delivers 26.5 horsepower for fast pick-up.

## Designing to Sell



**VENT-VU PAPER BAG:** Container is made of wet strength paper, which can absorb moisture without breaking. Window is of cotton mesh. Made by Union Bag & Paper Corp.



**COSMETIC PACKAGE:** To introduce a Spring make-up shade, Prince Matchabelli presents combination of "Pretty Pink" powder and lipstick, packaged in aqua and pink tones.



**HOTPOINT TWO DOOR REFRIGERATOR-FREEZER:** A 52-pound capacity home freezer and a large high humidity refrigerator compartment are combined in a single unit having an over-all capacity of eight cubic feet. A special feature is the new conditioner section which maintains butter-spreading consistency.



## DETROIT TALKS BUSINESS

# ...in BILLIONS

Retail sales in Wayne County alone, just one of the six counties comprising the Detroit retail trading area, were well over one billion dollars for the first half of 1947. Sales for the second half will be even greater, making Detroit a multi-billion dollar market. With employ-

ment and payrolls continuing at peacetime highs . . . and with demand for Detroit's shiny new autos showing no signs of slackening . . . Detroit's future as a giant market is an outstanding bright-spot on the horizon.

Because of The Detroit News' thorough total coverage and the concentration of its circulation among the purchasing power homes of Detroit, it is possible to sell this market effectively through the use of The Detroit News alone. The News reaches 63% of Detroit's effective buying income and delivers 75% of its trading area circulation direct to the HOME by exclusive DETROIT NEWS carriers.

**LARGEST TRADING AREA CIRCULATION  
WEEKDAYS AND SUNDAY IN MICHIGAN**



National Representatives: Dan A. Carroll, 110 E. 42nd St., New York 17—The John E. Lutz Co., Tribune Tower, Chicago 11

Owners and Operators of Radio Stations WWJ, WWJ-FM, WWJ-TV

**SALES MANAGEMENT**



# St. Louis Study Analyzes 42 City Shopping Centers

Sponsored by the Sales Managers' Bureau, this new research report reveals location and size of retail stores in 12 lines, provides new and significant market data.

As a service to all marketers interested in retail channels of distribution, the St. Louis Chamber of Commerce, through its Sales Managers' Bureau, has published a study of "Neighborhood Shopping Centers in St. Louis and St. Louis County." This marks the first time the more important shopping centers of the St. Louis area are depicted in detail.

Field work of the survey was conducted during August and September, 1947, by G. Myron Gwinner, Marketing Research. The analysis covers 46 neighborhood shopping centers in the city of St. Louis and the urban portions of St. Louis County, with statistics on the number and foot frontage occupied by establishments in each of 12 different types of retail business: variety, general merchandise, drygoods; eating places (food consumed on premises); jewelry, watch repairs; drugs; furniture (new and used), appliances, antique shops; grocery, confectionery, delicatessen, and other food stores; clothing, millinery, shoes; automotive, sales and repairs, auto supplies, service stations; hardware, building materials, paint and wallpaper; taverns, bars and package liquors; service and miscellaneous retail establishments; recreation, usually movies.

Non-retail business covers banks, other business, office, factories, vacant business buildings, parking off street, free of charge.

Of the 12 classifications of retail business analyzed, the first nine are those used by the Department of Commerce in its studies of shopping centers; the other three are included to account for all establishments.

A field crew visited each center, listing each establishment on each street, with the address, front feet, type of business, and name. Reports were double-checked for accuracy against check points in the center and against existing maps and directories.

For the purpose of the analysis a shopping center was considered as a contiguous group of retail establishments catering to the everyday needs of the surrounding area. The report is limited to "neighborhood" centers;

the central and downtown sections of the city, with their area-wide selling appeal, are not included. The number and average size of establishments and the total footage devoted to each type of business provide a factual method of evaluating the relative importance of various types of business within the center and comparing centers for any given business or product. The economic characteristics of the surrounding area provide a quick measure of the relative buying power.

The centers covered in the report range in size from over 7,000 front feet down to 1,300 feet. Centers with less than 40 establishments or 1,000 front feet of retail business are not included, eliminating the "four-corner" type consisting of a few stores serving only adjacent blocks. Almost 5,400 business establishments, over 4,300 of them retail, were listed during field operations.

"The sales volume of a shopping center, of course, cannot be measured entirely on the basis of footage devoted to retail business," the foreword of the report states. "Certain types of stores are far more productive in terms of sales volume than others, and the character of the store is equally important. For example, service stations and used car lots, included in the automotive group, are not as important from a consumer standpoint as are grocery or clothing stores. Similarly, stores selling used furniture do not bring in the same sales volume per front foot as do those selling new goods.

"Nevertheless, front footage does give an accurate and factual picture of the extent of the shopping center, and the additional statistics showing number and average size of establishments provide definite indications as to the character of business.

"Each center has its own characteristics, which become clear from a study of the maps (included with the report) and the business and economic statistics with them. For example, the Cherokee and the Clayton centers have about the same total footage devoted to retail business, but

## what!

you don't  
know

**SULLIVAN**

Then you are not covering the Candy Field because Sullivan publishes **INTERNATIONAL CONFECTIONER . . .** and **INTERNATIONAL CONFECTIONER** covers the Candy Field.

**It will pay you to know SULLIVAN and INTERNATIONAL CONFECTIONER.**

**SULLIVAN BUSINESS PUBLICATIONS**

80 Wall Street • New York 5, N.Y. • Phone HAnover 2-4341



**TAMPA-ST. PETERSBURG**

**Florida's  
Fastest Growing  
Market**

Today the twin cities of Tampa and St. Petersburg have a combined population of 234,000, according to Sales Management estimate for 1947. This brings the Tampa-St. Petersburg Market up to **FIRST** place in Florida.

And in this fast-growing market St. Petersburg represents 43% of the population and 43% of the Retail Sales. To cover this city use the **TIMES** Daily and Sunday. It covers St. Petersburg like the sunshine.

**ST. PETERSBURG, FLORIDA**

**Daily TIMES Sunday**

Represented nationally by  
Theis & Simpson Co., Inc.

In Jacksonville by V. J. Obenauer, Jr.



## In New England — the *Local Approach* Gets the Warmest Reception

*L*istening to the local station is an old New England custom — as much a part of the community life as the annual town meeting or the high school graduation.

Here's an important fact to remember about radio reception in New England: the Yankee Network's 23 home-town stations bring your message into 89.4% of the radio

homes of New England — a sales impact with the kick of a mule.

The Yankee Network is "sell-ective". You can buy the complete network of 23 stations from Bangor to Bridgeport or you can buy any group of individual stations.

The home town station is an essential with New England people and a must with the advertiser trying to reach them.

*Acceptance is THE YANKEE NETWORK'S Foundation*

# THE YANKEE NETWORK, INC.

*Member of the Mutual Broadcasting System*

21 BROOKLINE AVENUE, BOSTON 15, MASS.

Represented Nationally by EDWARD PETRY & CO., INC.

SALES MANAGEMENT

Cherokee runs to smaller units than Clayton. Cherokee has 145 establishments averaging 24 feet each. Clayton has 105, averaging 35 feet.

"A study of the tables shows other differences. Cherokee has 50 apparel stores, averaging 20 feet, while Clayton has only 19, averaging 25 feet each. Thirty-three percent of the footage in Clayton is taken by automotive establishments, only 8% of that in Cherokee. Certain centers, such as Kingshighway-Chippewa, run heavily to automotive establishments, while others, such as Maryland-Euclid, run heavily to women's clothing stores . . .

"These and many other comparisons are possible with the material in this report."

Two major criteria were used to determine the boundaries of a given center: (1) the character of the business—is it retail or other? (2) The contiguity of business, particularly of the retail establishments. It was not required that the business be continuous, but only that the breaks be small enough that the stores were still a part of the major center. In practically all cases, there was a natural break which made it relatively simple to determine the limits.



An individual map is provided for each of the 46 centers. These maps show, on a scale of 240 feet to the inch, each place of business with a code letter designating the type. Streetcar and bus lines are shown, as are other points of interest such as schools or parks. The width of streets is measured from the building line, and includes the walks as a part of the street. The maps indicate the location and size of each store in relation to other stores of the same type and to other business in the center. They show the concentrations of various types of business and in-

dicate the areas of greatest activity.

Included on each map is a table for the center, giving the number of establishments, the total frontage, and the average, for each type of business. This information is also summarized into two master tables for ease in comparing centers. Table I shows the number of establishments by type for each store. Table II shows the total frontage by type for each.

A short descriptive paragraph with economic characteristics of the adjacent census tracts accompanies each map. For this purpose 1940 statistics were used, as this is the last year for which comparable figures are available for all tracts in the city and county. "The median values of owner-occupied homes and the median rents are, of course, much higher at the present time," the reports states, "but for the purposes of comparison between areas, 1940 statistics are still valid. A map showing the median rents in all census tracts as of 1940 is included for reference purposes."

Copies of "Neighborhood Shopping Centers in St. Louis and St. Louis County" are available by writing to The Sales Managers' Bureau of the St. Louis Chamber of Commerce. The price is \$7.50 a copy.

## RIBBONS OF WORDS ARE ELOQUENT ADS

Sales promotion strips applied to the edges of shelves where products are displayed are being used more and more in most point of sale programs. The newest and most popular method of enlisting these narrow shelf edges as advertising space, is to apply printed self-adhesive cellophane tape. These printed, colorful, easily applied strips, produced by the Topflight Tape Company of York, Pennsylvania have proven to cost less per store per day, than any other comparable method.

Topflight Tape is produced in rolls, tightly wound—small enough to be carried in a coat pocket.

These cellophane ribbons will stay put longer, stay fresher and brighter longer. Available in many colors, Topflight Tape can be printed with contrasting ink in one or two colors. THE TOPFLIGHT TAPE COMPANY'S address is: HUBER BUILDING, YORK, PENNSYLVANIA.





IN  
**Dallas**  
 IT'S THE  
**TIMES  
 HERALD**  
 ASK THE  
 BRANHAM MAN  
 Why

**ELIZABETH MARKET  
 FACTS . . .**

**The  
 Elizabeth  
 Market  
 is  
 New Jersey's  
 5th Largest  
 in  
 Retail Sales**

★

**Effective Net  
 Income  
 \$324,840,000**

**Retail Sales  
 \$207,520,000**

**Elizabeth Daily Journal**  
 ELIZABETH, N. J.

**Special Representatives  
 WARD-GRIFFITH CO., Inc.**

# Dear Editor...

## Posies

Editor, SALES MANAGEMENT:

Just a line to congratulate you on your piece in the current issue (December 1, Shop Talk) on Club boors who treat speakers like dirt.

It's just the kind of a piece I've been waiting for someone to write in SM. Lord knows they need it, and how! With all the talks I make during the year, I can count on the fingers of one hand the people who really know the score. And the worst offenders, as a rule, are those to whom one talks for free. I recently had one such case where the club was to pay my traveling expense, and I was to donate my time and effort. Believe it or not, after advancing \$68 expense money out of my own pocket, I waited exactly three weeks to get it back. And then only after two courteous letters. . . .

AN AGGRIEVED SPEAKER  
 New York, N. Y.

Editor, SALES MANAGEMENT:

I thoroughly enjoyed reading Gerry Carson's article. The guy sure knows what he is talking about—but definitely.

RICHARD MANVILLE  
 Richard Manville, Consultants  
 on Advertising & Research  
 New York, N. Y.

## FTC Decision

Editor, SALES MANAGEMENT:

Through the years countless sales executives have looked to you for guidance. Thousands have come to regard you as a fountainhead of sales wisdom, and outstanding authority on sales practices and ethics. I fear when full significance of your "Significant Trends" in the November 20th issue is grasped, faith of many in your judgment may be shaken.

A fatal paralogism in your discussion of FTC's action against Philco turns your article into a defense of commercial bribery and contempt for ethical trade practices. The paralogism occurs where you put co-operative advertising and difference in manufacturer's discounts into the same classification as Philco's "Sell 'N Win" campaign. They are entirely different breeds of cats.

The Philco campaign was one of bribing retail clerks to push Philco products. The lottery phase was clearly illegal; the rest of it, in violation of Section 8 of the FTC Code which was entered into, presumably in good faith, by all signatory

radio manufacturers including Philco. It was bribery because it paid points good for cash or merchandise to retail clerks, not employed by Philco, as a direct reward for selling Philco products.

Co-operative advertising, on the other hand, is an accepted trade practice in radio and other industries. It does not involve bribery of individuals employed by another, but is a method whereby the retail store employs its own funds in co-operation with the manufacturer to purchase local advertising. It does not influence retail salesmen to switch customers from one brand to another for the purely personal consideration of earning a promised bribe. Co-operative advertising is highly competitive but openly so, and it does not lead to the excesses of spiff campaigns which sometimes wind up with manufacturers selling premiums and giving away their merchandise.

Variation in discounts between manufacturers are well controlled by competition, but the manufacturer who secures his volume by bribery of retail clerks is threatening the entire industry of which his organization is a member.

Condoning a sales scheme based on bribery and violation of Fair Trade Practices is inviting disaster for the industry; putting such practices into the same classification as legitimate and accepted competitive activity is inviting unnecessary and unjustifiable regulation.

In condoning this spiff campaign you disagree, not only with the industry, the Federal Trade Commission, and the Better Business Bureaus, but also with many leading merchandisers, who refused to let the campaign enter their stores.

In writing this letter, I am shooting at spiff campaigns, not at Philco. Others have been guilty of the same thing, and it must be stopped.

TED LEITZELL  
 Director of Public Relations  
 Zenith Radio Corporation  
 Chicago, Ill.

(Editor Phil Salisbury appreciates the praise in Mr. Leitzell's first paragraph, but stubbornly clings to the belief that what he said in the November 20th Sig Trends department about the Philco case is at least a reasonably good prediction of things to come—unless we watch out.

When the FTC ruled that dealer-clerk sales contests result in "concealing facts from the public," and that the public is entitled to impartial advice from retailers and their sales personnel, that body is hitting at a lot of things besides sales

SALES MANAGEMENT

contests. When Mr. Leitzell says that co-operative advertising is an accepted trade practice he should have gone a bit further and said, "and so are sales contests."

The public doesn't know anything about advertising allowance plans. When a consumer sees that a store is advertising Zenith radios he is likely to assume one of two things: either that the merchant believes Zenith to be the *best*, or that he is overstocked and is trying desperately to move the merchandise. . . . SM editors have no objection to either co-op advertising allowances or variations in discounts, both of which are designed to get more push from the dealer, but do not call for letting the consumer in on the reasons for that extra push—The Editors.)

## Auto Rivals

Editor, SALES MANAGEMENT:

My attention has been called to an illustrated article in your November issue titled "Ford Blankets the Nation, etc." and I am particularly intrigued by the wording in the first paragraph—"second to none in quantity, quality, and continuity."

If D. G. Baird had taken five minutes to check on this statement, he would have learned that Ford's present direct mail program is "second to *one*"—that one being Chevrolet's.

Chevrolet's direct mail is not a "five months' effort of the first year as is Ford's. The Chevrolet direct mail is in its seventh consecutive year and Chevrolet's total number of direct mail pieces on passenger car service to Chevrolet owners alone is *three* million pieces a month and over thirty-six million a year. Add to this three million pieces a month on passenger cars—more than a million pieces on truck service to Chevrolet truck owners and almost 100,000 pieces a month on Chevrolet parts and accessories to independent garages and the words in your story "second to none in quantity" become a joke.

Chevrolet's direct mail has for five years won the national award as the finest as judged by the five-judge board of the Direct Mail Advertising Association of America, the latest award being "Best of Industry in 1947." . . .

F. C. HIMMELMAN, Manager,  
Dealers' Sales Promotion  
Department  
General Motors Corp.  
Detroit, Mich.

(Chevrolet, having grabbed off first place in automobile sales back in the Thirties, seeks to retain firsts in direct mail promotion as well. Both the Ford and Chevrolet campaigns are excellent. Readers will have an opportunity soon to evaluate them, for the Chevrolet story is in the shop and being readied for early publication—The Editors.)

JANUARY 1, 1948

## It's a Pleasure

Editor, SALES MANAGEMENT:

In your November 10th issue you had another article which we would like to reprint. . . . "But We Haven't a Million to Spend for Advertising!"

We've asked for your permission to reprint so many times that we were under the impression we had your blanket authority to do so, but can't find the letter.

If you will be good enough to authorize us to reprint with proper credit, we will mail the articles to about 2,000 retailers. If you are going to continue to lure us with something of special value to our customers in almost every issue, perhaps you would like to save your time by granting us a blanket authority to reprint with full credit.

Either way, thank you for your cooperation.

JAMES H. BARR  
Retail Promotion Director  
The Cleveland Press

(With relatively few exceptions, SALES MANAGEMENT is delighted to extend reprint privileges to its readers, but since authors sometimes do not want their material reprinted, blanket authority to reprint cannot be given—The Editors.)

Editor, SALES MANAGEMENT:

The latest article by Mr. Cumming on The Big-Store Merchandise Manager is so appropriate that I would like to obtain two dozen reprints of it for distribution to our sales representatives.

The present series by Mr. Cumming on selling to the department store market is so pertinent that I would like to commend you on their publication. . . .

F. L. REMUS  
Director of Market Research  
North Star Woolen Mill Co.  
Minneapolis, Minn.

(Sorry, SM has no Cumming reprints in stock. Special orders can be taken for minimum quantities of 300, however—delivery approximately two weeks—The Editors.)

Editor, SALES MANAGEMENT:

In the June, 1947 issue of your fine publication there appeared a splendid article entitled "How to Introduce a Speaker" by Dr. James F. Bender, Director of the National Institute for Human Relations.


Have you any objection to our using this in our educational work with our organization, if we give both Dr. Bender and your magazine a credit line?

I. H. Bander  
Vice-President  
McKesson & Robbins, Inc.  
New York, N. Y.

(A green light—The Editors.)

**NEARLY  
1-BILLION DOLLARS  
SPENDING MONEY  
ON THE HOOF . . .  
IN THE KMA AREA**

Here's buying power! U. S. Census of Agriculture reports almost one billion dollars' worth of farm livestock in the 184 BMB county area covered by KMA. Reach this rich market for your product through KMA. For information, write us, or see Avery-Knodel, Inc., national representatives.



**KMA**  
SHENANDOAH, IA. ABC  
5000 WATTS - 960 KC \* NETWORK

**THE MAKERS OF**

**Old English**  
NO RUBBING WAX

Know that  
**HOLLYWOOD**  
is a Big,  
Separate Market...  
**Retail Sales Volume**  
(Trading Area—1946)  
**\$826,287,978**

The Makers of... 

**Old English**  
NO RUBBING WAX

... and 345  
other national advertisers  
**Cover HOLLYWOOD**  
with the  
**HOLLYWOOD**  
**Citizen-News**  
AND ADVERTISER  
HOLLYWOOD, CALIFORNIA  
National Representatives  
STORY, BROOKS & FINLEY, INC.

**Everybody**

**in FALL RIVER**

**knows about....the**



## **FARMER'S DAUGHTER!**

When the farmer's daughter . . . or the  
banker's plumber's, machinist's, or store  
owner's, for that matter . . . becomes en-

gaged or gets married, her picture is "copy" for the Herald News.

There is no "Society" in the Herald News. It's everybody's paper, printing all  
the women's news it can secure—engagements, weddings, births, obituaries . . .

The Herald News' coverage of Fall River families and their local interests is the  
reason why 96.9% of the city's families read the Herald News. In a recent 10,-  
000-ballot survey of the newspaper's readership, marriage intentions are "al-  
ways read" by 63.8%; funerals by 69.7%; obituaries by 68.4%; births by  
63.6% . . . local news by 87.6%.

Fall River's only newspaper is in solid with nearly all Fall River housewives.\* It's  
the only profitable way to tap this \$95,000,000 retail market.

\*96.9%

## **Fall River Herald News**

**FALL RIVER, MASS.**

KELLY-SMITH CO. . . . . NATIONAL REPRESENTATIVES  
New York, Boston, Philadelphia, Chicago, Atlanta, Detroit, Los Angeles, San Francisco

SALES MANAGEMENT



# Films Pay Off as Retail Sales Training Tools

In 18 months General Mills has made showings of its films on electric irons and pressure cookers before 1,400 retail sales groups, and before 500 distributor meetings.

**BY WILLIAM A. MacDONOUGH • Sales Manager,  
Appliance Division, General Mills, Inc.**

The test of any sales training program is whether it will move the merchandise and in the case of General Mills' sound-slide film program for retail training, the results are more than we expected. And after using the slide film device successfully for several months, we have proved that it steps up sales, not only of our own products, but it helps move other merchandise as well. Naturally this is encouraging to the retailer.

Our slide film training program has verified our conviction, almost from the outset, that a good sales training program will make for a better selling job generally. In the case of the General Mills Tru-Heat iron, sponsored by Betty Crocker, the training program tends to make each retail salesperson who has been reached by the program an authority on all electric irons. We are convinced that the sound-slide film presents in part a tested solution to our sales training problem.

Every manufacturer is convinced that his product is "new and different" from that of his competitors' products. Yet, when an electric iron, for example, is lined up alongside nine or 10 other brands in the retail store it is just another iron to the average salesperson. That brings us to the necessity for sales training. Every sales manager will probably agree sales training has to be done but how?

Manufacturers have spent millions of dollars in the past on sales training programs in the upper strata of distribution but little has been done effectively with the salesperson who is going to close the retail sale. In the appliance industry, as in any other field, we can draw a packed house at a sales meeting without too much difficulty. The manufacturer holds out the lure of the exclusive franchise and other inducements to pack the sales meeting, but the small dealer and the individual salesman seldom had the time or the opportunity to attend. Major responsibility for the

success of the selling campaign rests on the retail salesperson, whether the directors of large selling endeavors realize it or not.

The appliance manufacturer, concerned with traffic items, may well experience difficulty in persuading other than the top strata of his major accounts to take sales training. Thus, the challenge, as we see it, is to deliver the same selling message effectively and forcibly to the salesman, rather than try to bring the salesman to the sales meeting. We realized at the outset that our problem was to place selling information into the hands of the retail salesman.

Once we had determined to develop a technique which would hammer home the sales message in the right places, we adopted a broad policy of what that message would be. We decided (1) to educate the salesperson on the merits of our product, (2) to enable the salesperson to answer a prospect's questions intelligently, (3) to help the salesperson do a better job of presenting, demonstrating and selling any appliance.

We asked The Jam Handy Organization, Inc., Detroit, to produce the equipment and continuity for our first film, "Additions to the Family," which told about the Tru-Heat iron. We knew the equipment had to be light and easily portable, so we decided upon a small projector made by "Operadio Explainette 100," weighing but 18 pounds, measuring 6x13x14 inches, complete with case. Sound was provided by one 12-inch record, cut on both sides, which slipped neatly into the case. The device, with a small portable screen, could be set up in less than five minutes.

It was decided to use color slides, rather than black and white, although they cost 50% more to produce, because they have been proved to be 100% more effective. Color slides enable us to utilize fully the red-and-white polka dot schemes of our cartons, the glitter of our merchandis-

# There's a "Blue Serge" Business Market, Too!

By E. A. W. SCHULENBURG

V-P & Media Director  
Gardner Advertising (St. Louis)

A man uses his personal taste in subscribing to a business magazine just as he does in buying a new suit. One wants a blue serge like his old one. The next wants the latest in grey pin stripes.

If you use a business magazine which reaches only the "grey pin stripes," then you're missing a whale of a lot of your good prospects. That's why I prefer to recommend more than one business magazine to a client.

There's so much variety in personal tastes that it takes a media group to give well-rounded coverage for most markets. (Naturally, each publication in the group must have "editorial know-how.")

It's worth money to the average business advertiser to buy a media group which gives him the mass circulation to blanket the business community of America — so that everybody knows about his product or service, so that even the non-prospects will have a good word to say for him.

You can get over a million and a quarter business subscribers, with 82% of them executives from the rank of manager and up, when you buy only the four leading general business magazines — *Nation's Business*, *Fortune*, *United States News* and *Business Week*.

Not everybody, of course, can afford such a schedule. However, it doesn't cost as much as you may think. And you'll probably be surprised at the way such an appropriation will end up on the profit side of the ledger—when you sell the "blue serge" market, too!

\* \* \*

This column is sponsored by Nation's Business to promote the use of a "mass technique" in selling the business market.

Four leading general business magazines offer you in 1948 a combined circulation of 1,310,000 executive subscribers, over 15 million pages a year on 12-13 time schedule. The combined rate for a black-and-white page in all four papers is only about \$9,725.

	Net Paid Circulation	B&W Page
Nation's Business . . . .	600,000	\$3,000
United States News . . .	300,000	2,400
Fortune . . . . .	235,000	2,750
Business Week . . . . .	175,000	1,575

For case history of advertisers who have found such "mass" selling profitable, write Nation's Business, Washington, D. C.

(advertisement)

ing displays, and other features which tied in with our four-color advertising.

The film and sound track were designed to incorporate sales attitude builders and an institutional message, compare manufacturing principles of the Tru-Heat iron against competitors, sell General Mills as a good company making quality products, tell what the name Betty Crocker means to the American housewife, by drawings and diagrams show a composite of competitive items. This is down-to-earth sales talk.

Operation and care of the product are demonstrated. The film contains every type of visual presentation of which we know. At the conclusion of each showing we distribute booklets re-telling how to present it and how to sell it.

A second Jam Handy film covering General Mills PressureQuick saucepan, also sponsored by Betty Crocker, has just been released and is similarly designed. A third film presenting the iron with new steam-ironing attachment is in production at the present time.

The average screening time for each film has been limited, averaging 15 minutes.

General Mills' 17 district managers and their assistants promote and conduct showings. Their job is to contact managers of retail stores, explain the program and sell a retail sales meeting built around the films. We try to schedule half an hour, usually before the store opens in the morning, rather than at closing time. The reason for this is obvious. If the sales staff is large enough we may try to make the showings to groups throughout the day. The presentation is "all meat and no fat."

Our sales representative gives a short introduction and the film follows. A brief demonstration of the actual product is next, our current advertising program is reviewed and a question and answer period closes the meeting.

#### Practical Program

What we have tried to do is produce a practical sales training program for the retailer—fast, compact, complete and flavored with just enough product information and selling slants. To date we have conducted more than 1,400 retail sales meetings since July, 1946. In addition, we have held more than 500 distributors meetings at which the films were shown and we have made the films available to distributors. The number of meetings they have conducted mounts into the thousands. Our new PressureQuick saucepan film has been booked for more than 2,500 showings in the first six months of 1948.

We have no requirements for the minimum number of salespersons to whom we will make a presentation. It is our policy to show a film to as few as one or two people, if they are interested. The whole objective, patently, is to get information into the retailers' selling force accurately and dramatically.

After observing the attitudes of retail sales personnel "before" and "after" countless presentations and noting the improvements in techniques, we are convinced the slide sound film is the answer to many a retail sales problem. It is an answer not only to our problem, but to that of the retailer as well. Retail appliance dealers and department store buyers who have had one presentation now are asking for additional meetings as new films are being released. These men are eager to have meetings because they know it adds up to more sales. And sales are our collective business, objective and goal. This is a goal all of us understand.



It's easy to sell in Buffalo—and economical, too, because you can reach the **WHOLE MARKET** . . . with the Evening News.

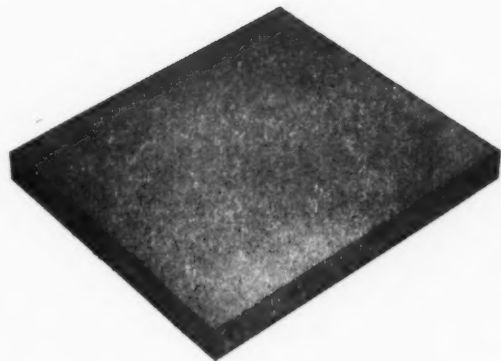
## BUFFALO EVENING NEWS

EDWARD H. BUTLER, *Editor and Publisher*

"Western New York's Great Newspaper"

KELLY-SMITH CO., *National Representatives*

which would you buy?



sales prove that *customers* prefer goods

in **VUEPAK**

Tests made under actual store conditions prove that merchandise in Vuepak can outsell the same goods in old-fashioned packages by as much as *six to one* in some cases! Your product's quality and eye appeal can make a 100% effective sales talk too, in this sparkling, transparent Monsanto packaging material.

Take a look at these new globe-shaped Martex towel packages—first of their kind—for a good example of what versatile Vuepak can do. See how color, texture, quality, are enhanced and protected . . . eye-catching interest added . . . with Vuepak. Then take a look at your product and see what Vuepak can do for you.

Use the coupon below to get complete Vuepak information . . . sample swatches. If you have a special problem write direct to: MONSANTO CHEMICAL COMPANY, Plastics Division, Springfield 2, Massachusetts. In Canada, Monsanto (Canada) Limited, Montreal.

Vuepak: Reg. U. S. Pat. Off.



SERVING INDUSTRY . . . WHICH SERVES MANKIND

**VUEPAK DATA**

Vuepak is a transparent, tough, rigid, beautiful Monsanto cellulose acetate.

Available in sheets up to 30" wide and continuous rolls 30" wide up to 1000 ft. long, depending upon thickness.

Thickness: six standard gauges 0.005" to 0.020".

Unaffected by sunlight.

Unaffected by temperatures up to 175° F.

Easily and economically drawn, shaped, formed or folded into almost any shape with inexpensive dies.

Can be embossed, stapled, printed, cemented, or combined with other materials.

Use this coupon for samples . . . further information

Monsanto Chemical Company, Plastics Division  
Springfield 2, Mass.

Please send me...Complete Vuepak data and samples  
...Information on other Monsanto  
packaging plastics.

Name.....

Company.....

Address.....

City.....State.....



## THE OPPORTUNITY THAT IS TOMORROW...

A boy and girl romp in the snow . . . a church bell peals its invitation. Wherever the heavens cover the earth, it's 1948, and mankind is re-inspired by anticipation of the New Year.

Ahead lies the opportunity that is part of change . . . above all, the opportunity for all nations to dissolve their differences and face tomorrow in a spirit of friendly tolerance.

Isn't it interesting that printing plays such an important role in affirming the bonds of friendship? For it is through the printed word that we are able to express the warmth of our personalities . . . from person to person, from nation to nation. Indeed, aside from oral utterance, the printed word remains the most effective form of communication between men.

If you have a message to communicate, depend on the papers of West Virginia Pulp and Paper Company, brought to a high point of excellence through years of research, to give it a quality setting. For current news of paper and printing, be sure that you receive a copy of Westvaco Inspirations for Printers No. 168. Its pages mirror the current advertising achievements that appear in the national publications, and its cover carries the "New England Church" painting by Ernest Fiene reproduced here. A copy of this issue No. 168 may be had, without charge, by writing or phoning your nearest Westvaco distributor, or any of the company addresses listed here.

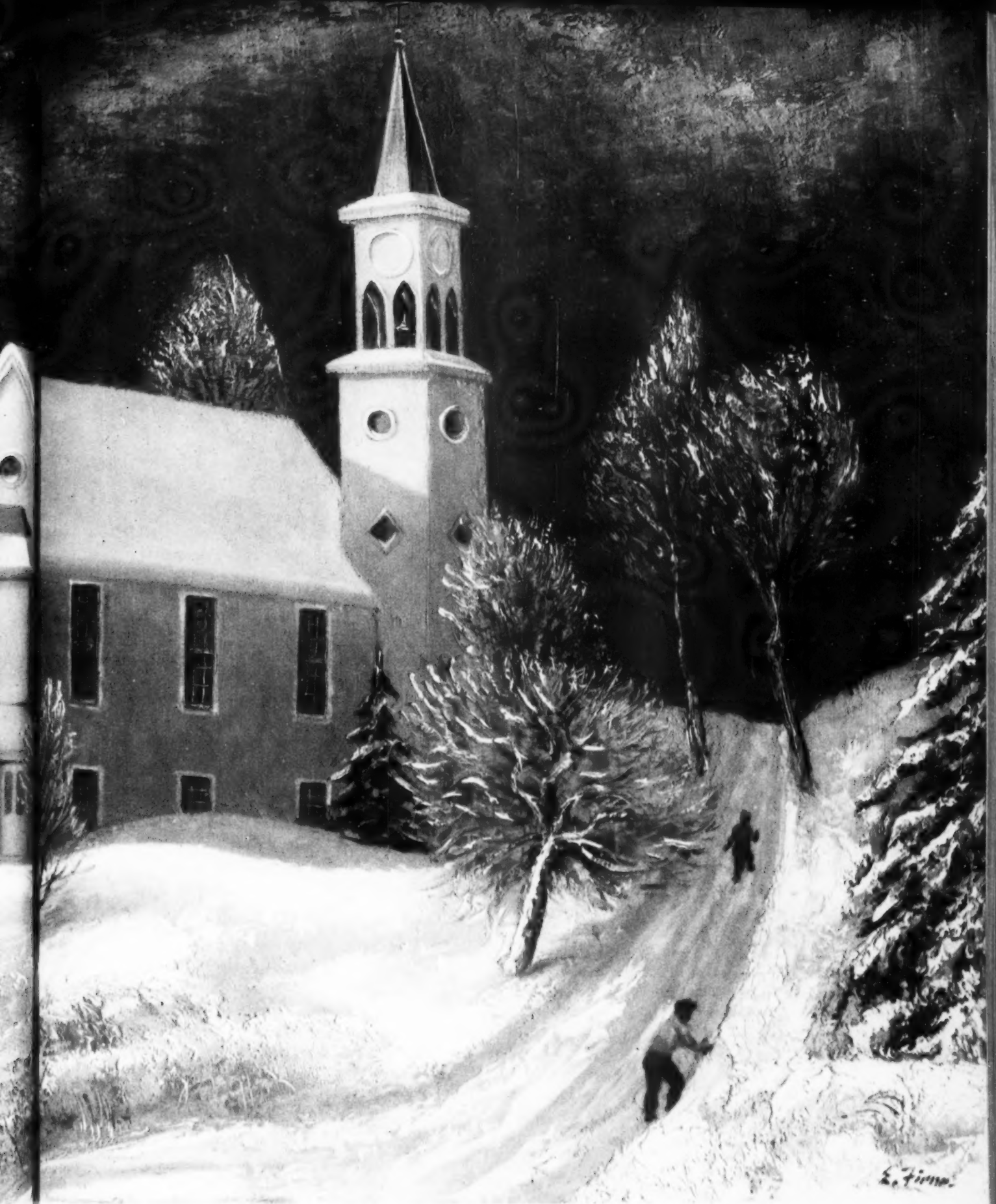
### THE COVER ARTIST

Ernest Fiene, born in the Rhineland in 1894, began the serious study of art there at the age of twelve, completing his studies at the National Academy of Design, Art Students League and the Beaux Arts Institute. It was the Whitney Club which gave Fiene his first one-man exhibition; sixteen one-man exhibitions in New York and other large American cities have followed. A year in Brittany and Paris, another Guggenheim Fellowship year studying frescoes in Italy, and Fiene settled in New York's Carnegie Hall Studios. Scores of art museums throughout the world exhibit his paintings.

**WEST VIRGINIA PULP AND PAPER COMPANY**



230 PARK AVENUE, NEW YORK 17  
35 EAST WACKER DRIVE, CHICAGO 1  
PUBLIC LEDGER BUILDING, PHILADELPHIA 6  
503 MARKET STREET, SAN FRANCISCO 5



PAINTING: NEW ENGLAND CHURCH

ARTIST: ERNEST FIENE

COLLECTION: ASSOCIATED AMERICAN ARTISTS, INC.

WESTVACO

INSPIRATIONS FOR PRINTERS 168



## Dress Up Town...

You buy the best hat you can, when the next new one may be more than a year away... And clipper captains reasoned that good shoes took no more space than cheap ones, when them fellers in Californy c'n afford it, anyway!... Distance and gold, the twin factors that influenced every early phase of San Francisco's character explain the town's addiction to fine feathers from the first.

A list of basic measurements and a poke of dust, deposited with a ship's captain, brought back from Boston a gentleman's wardrobe next year. Before long Eastern tailors sent representatives each season to the gold camps as Brooks Brothers send emissaries to Eastern colleges. In a few seasons, the order-taking tailors set up shop for themselves... English younger sons and remittance men put in a good word for home creditors and London trade names became old-school-tie among the better dressed bloods.

Wives and daughters, when they came, also liked nice things no less than the adventurous dressmakers and milliners in little stores off Sutter Street. It was a time when ample figures and ample means were not hid under the Biblical bushel, and showing off was almost considered a social responsibility. Specialty shops flourished long before they were known as such. Successive bonanzas ensured that the carriage trade carried on.

**S**AN FRANCISCO's specialty shops, serve both men and women, in both

luxury and popular lines, are more numerous than in other cities of larger size...sell a large proportion of the public, in dollar volume outrank department stores in toto. Many are fashion originators, manufacture lines for national distribution. The branch store began here earlier than in the East, had turned some high style shops into chains. Trade is more than local...comes from both Northern California and states to the East.

The success of the specialty shops makes their merchandising significant. Especially significant to the national advertiser is the number of fine specialty shops represented in the columns and the lineage of *The Chronicle*. The majority of the most successful retail advertisers depend on *The Chronicle* year after year for the majority of their sales and customers. And the number using it exclusively is impressive...indicative of the volume and variety of the buying power to which this medium has access, and gives access...

**A**s newspapers go, *The Chronicle* is something of a specialty shop itself. It has never stocked much sensationalism or cheap appeal, keeps a quality standard in all its columns. It carries probably the most comprehensive assortment of general news of any paper West of New York, is indispensable to residents who require information, maintain a well dressed mind...yet by conservative compression, offers the largest larder of local news of any local paper. Its line of



features and entertainment is limited but highly selective, its business news is dependable; its appeal is not stag but co-ed, assorted as to age, neither snob nor highbrow. It requires an intelligent interest on the part of the reader...and not strangely, reaches intelligent and interested readers who make up their minds, make public opinion, make merchandise move—in corner store or catalog, and in drug stores as well as the department stores.

And it has enough circulation to be effective in small outlets or Market Street stores...reaches one of three city families, one of four in adjacent counties which contribute so much to the market's total!

Try specialty shopping yourself—by getting better acquainted with this medium and its market...Any *Chronicle* representative will cheerfully take your order, show stock on hand...

## San Francisco Chronicle

SAWYER, FERGUSON, WALKER Co., *National Representatives*,  
New York, Chicago, Detroit, Atlanta, San Francisco, Los Angeles

SALES MANAGEMENT







Carboloy has a stiff training course in which sales rookies get a complete work-out on product knowledge, the in's and out's of company policy, and the techniques of sales presentations.

## How to Polish Industrial Salesmanship to a Shine

BY J. M. BERTOTTI • *Director of Sales Training, Carboloy Company, Inc.*

Although Carboloy Company, Inc., Detroit, has in its direct employ only some 50 factory-trained salesmen, the problem of training these salesmen is a major one in view of the unique relations between the company and its customers.

"Selling" of Carboloy tools, dies and wear parts is largely a service engineering job. To all practical purposes, Carboloy salesmen are "teachers," since they must be able to teach others how to use this ultra-hard metal for whatever purpose the customer may have in mind.

The number of Carboloy applications may range from only one to many hundreds of different uses in any one customer's plant, thus requiring a breadth of knowledge on the part of this salesman which can be acquired only through intensive, specialized training. Carboloy salesmen must learn before they can teach.

Carboloy has, therefore, set up a

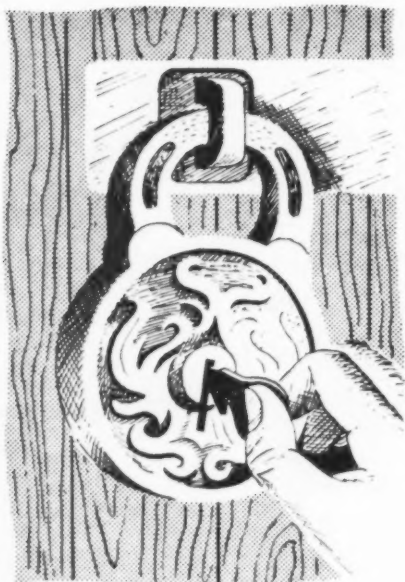
system of training whereby the field man learns what and how to teach others before he gets out in the field by himself. Each sales trainee spends part of each week of his six to 12 months training course at Carboloy as assistant instructor in the company's "Customer Training School" at its Detroit plant.

This school was founded in 1941 at a time when American industry was just awakening to the fact that carbide cutting tools and a knowledge of how to use them were a *must* if the greatly accelerated demands for war-time materiel were to be met. The school was made available to key men in industry—top supervisors, tool engineers, etc. During the war years, over 3,000 men from manufacturing plants in 40 of our 48 states and 11 foreign countries went through Carboloy's Customer Training School to get the "carbide know-how" so essential to them.

In order for the task to be fully appreciated, it will be well to describe what is meant by "cemented carbide cutting tools." Cemented carbide itself is a "synthetic metal"—a product of powder metallurgy. It is a metal heavier than lead; far stiffer than steel; and with a hardness at normal temperatures which approaches that of the diamond, hardest of all known substances.

The original course at the Carboloy Customer Training School was devoted largely to a study of the fundamentals of designing, brazing (attaching), sharpening, and using carbide tipped cutting tools. Prime emphasis at that time, of course, was tooling-up for war-time production.

At the end of the war, Carboloy re-vamped its customer training program to some extent. All the original basic material was retained. A wider group of industrialists—including tool manufacturers, machine tool



The purpose of a key is to open a lock —  
The purpose of advertising is  
to sell goods profitably.

**BUT ALL KEYS DO NOT OPEN ALL LOCKS**  
**NOR DOES ALL ADVERTISING**  
**SELL GOODS PROFITABLY.**

For example, no realistic advertiser tackles a big new market without first testing the response to his product somewhere . . . somehow. The method of testing we'll leave to his research department — but . . . for a place to test, surely, economically with a made-to-order, national audience we recommend with confidence the International Industrial Exposition.

International Industrial  
Exposition, Inc.  
Million Dollar Pier  
Atlantic City, N. J.

Dept. D-1

You've made some sweeping statements: "Prove them."

Name \_\_\_\_\_

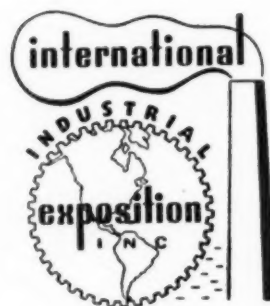
Firm \_\_\_\_\_

Street \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_

## A Medium of Public Relations . . . An Instrument of Trade

- IIE is the authority in the exhibition field.
- IIE has the largest audience potential in the U.S.
- IIE audience is receptive to exhibits.
- IIE is both a trade and consumer exhibition.
- IIE is conveniently located.
- IIE is the first Post - War International Exposition to be held in the U.S.



JUNE 26 - SEPTEMBER 11, 1948, MILLION DOLLAR PIER, ATLANTIC CITY, N. J.

SALES MANAGEMENT



A "TOUGH" AUDIENCE: Carboly's advanced sales trainees preside (left) at technical group discussions. Many students are customers and prospects with many years experience in handling tools. Trainees must become adept at using slide films before buyers.

builders, and abrasive manufacturers—was invited to send key men to the Carboly Training School. Even more recently—when Carboly decided to market its products through industrial supply distributors—the customer training set-up was again extended to include special training for the field and office personnel of these distributors.

Actually Carboly today conducts five separate one-week courses in the use of all types of Carboly tools and dies. At present, each Customer Training School course lasts five days, the size of each class ranging from 10 to 15 men per week. The men live in downtown Detroit and are transported to and from their hotel by company cars. "Carbide know-how" is imparted to the "students"—many of whom have been in the metal working industry for 30 or more years—by means of plant tours, lectures, discussion-type slide films, group discussions and demonstrations, and supervised machine shop work.

Such is the operation of the Customer Training School which forms the foundation for the more detailed training program established for Carboly Company's prospective field sales and service men.

The techniques of designing, assembling, using, and re-sharpening these tools as taught in school are fundamental requirements which the sales trainee at Carboly must assimilate in addition to the usual production information, company policies, and sales techniques.

Carboly's job of training sales and service engineers begins with the



problem of proper selection. Because of the length of the training period, we select young men—preferably with training in either an engineering college or a business administration school—who have a general machine tool and cutting tool background.

Prospects for sales and service engineers are referred to Carboly by such schools as the University of Michigan and the University of Detroit, as well as by General Electric's own test course for engineering graduates. Carboly field men are also always on the lookout for prospects. The management of all authorized Carboly distributors has been asked to refer outstanding young men to Carboly for consideration.

All applicants are carefully screened. Candidates who pass this screening process then take a battery of 16 tests at the Executives' Selection and Training Institute of Detroit. These tests require one and one-half days to complete. They include work in arithmetic; mental ability; mechanical comprehension; vocabulary; interest; personality profiles; etc.

All tests in this battery have been set up by recognized leaders in the field. For instance, the candidate's mechanical comprehension ability is tested by Bennett's Mechanical Comprehension test, prepared by the Psychological Corporation of New York. Other standard tests used include the Kuder Preference Record, prepared by Science Research Associates of Chicago; Lee and Thorpe Occupational Interest Inventory, prepared by the California Test Bureau; and the Minnesota Paper Form Board, prepared by the Psychological Corporation of New York.

Important as these tests are, they are not the sole criteria by which candidates for Carboly sales and service engineers are selected. Rather, the battery of 16 tests is used as a *supplement* to the evaluation put upon each individual applicant by the Carboly management. Thus, it is entirely possible for a candidate to rate rather low in his tests and yet be retained if he has created a highly favorable impression on Carboly executives.

The applicant starts his training period with sales instruction in prod-



uct information, company policy, and sales techniques. Numerous sales training materials are used in this portion of the instruction, including integrated sets of discussion-type slide film and sound motion pictures dealing with typical problems encountered in selling. Trainees are also required to study Carboloy's reference library of books and pamphlets on selling techniques as well as the company's own "selling aids." Some students supplement this by enrolling in outside classes in speech and salesmanship while living in Detroit.

The applicant is also required to spend a part of each week in Carboloy's Customer Training School. First, the trainee merely "sits in" the regular classes. In addition to learning what is taught in the course, he also observes how veteran instructors put forth "carbide know-how" in intensive, but easily assimilated doses. He sees how these instructors make use of discussion-type slide films; how they handle "hot" questions fired at them by the "Customer students."

After absorbing all this "know-

how," the trainee is given a chance to pass it along to others. For a short period, he assists one of the regular instructors in the Customer Training School. Eventually, the future salesman is permitted to handle actual demonstrations of brazing (silver soldering), tool sharpening, and other similar shop techniques, before groups of five or six men. Here, emphasis is placed upon that simple but vitally important part of selling which the trainee has already partially learned by observation—the effective demonstration or explanation of the task he is performing with his hands. Of course, he actually learns more by doing it.

When the embryo salesman has acquired sufficient poise in this type of demonstration work, he is gradually permitted to work with the entire class of 10 to 15 men in the Customer Training School in their group discussions and conferences. This portion of the training begins with making the trainee responsible for the presentation of the discussion-type slide films and other visual training aids which have been prepared expressly for the Customer School.

#### Becomes Group Leader

To state that there is much more involved in presenting a slide film than merely turning the knob of the projector is to be guilty of a gross understatement. The man who properly presents a training slide film must know the content of the film so thoroughly that he can practically recite it verbatim. In addition, he must possess such a thorough knowledge of the information presented in the film that he can explain to the students all details touched upon but not fully covered in the film. Then, too, he must know how and when to ask questions concerning the statements and pictures in the film so as to keep the students interested to the point where they will continue to learn.

When the future salesman has shown that he can handle the visual aids satisfactorily, he is permitted to preside over group discussions among the students in the Customer Training School. Since the students are, almost without exception, leading machinists from the world of metal working, these discussions frequently become involved in such highly technical matters as tool design and tool application. Here, the sales trainee acquires valuable experience in talking extemporaneously before a group of experts and also becomes thoroughly acquainted with Carboloy's product manuals, models, samples, charts, and other such salesman's aids.



### Will She Buy YOUR BRAND In St. Paul?

St. Paul Shoppers BUY by BRAND\*. Repetitive brand sales result from repetitive advertising . . . in the ST. PAUL DISPATCH-PIONEER PRESS which blankets the St. Paul half of the 9th Market.

St. Paul is buying more and more. Federal Reserve Index shows St. Paul Department Store Sales as leading the Nation in increases for the first six months of this year over last year.

\*FREE—The "1947 Dispatch-Pioneer Press Consumer Analysis of the St. Paul Market." Write for this 176-page book showing the brand preferences of 3,000 families for 1,536 products.

RIDDER-JOHNS, INC. NEW YORK CHICAGO DETROIT ST. PAUL  
342 Madison Ave. Wrigley Bldg. Penobscot Bldg. Dispatch Bldg.

**St. Paul**

**Pioneer Press**  
Morning & Sunday  
**Dispatch**  
Evening

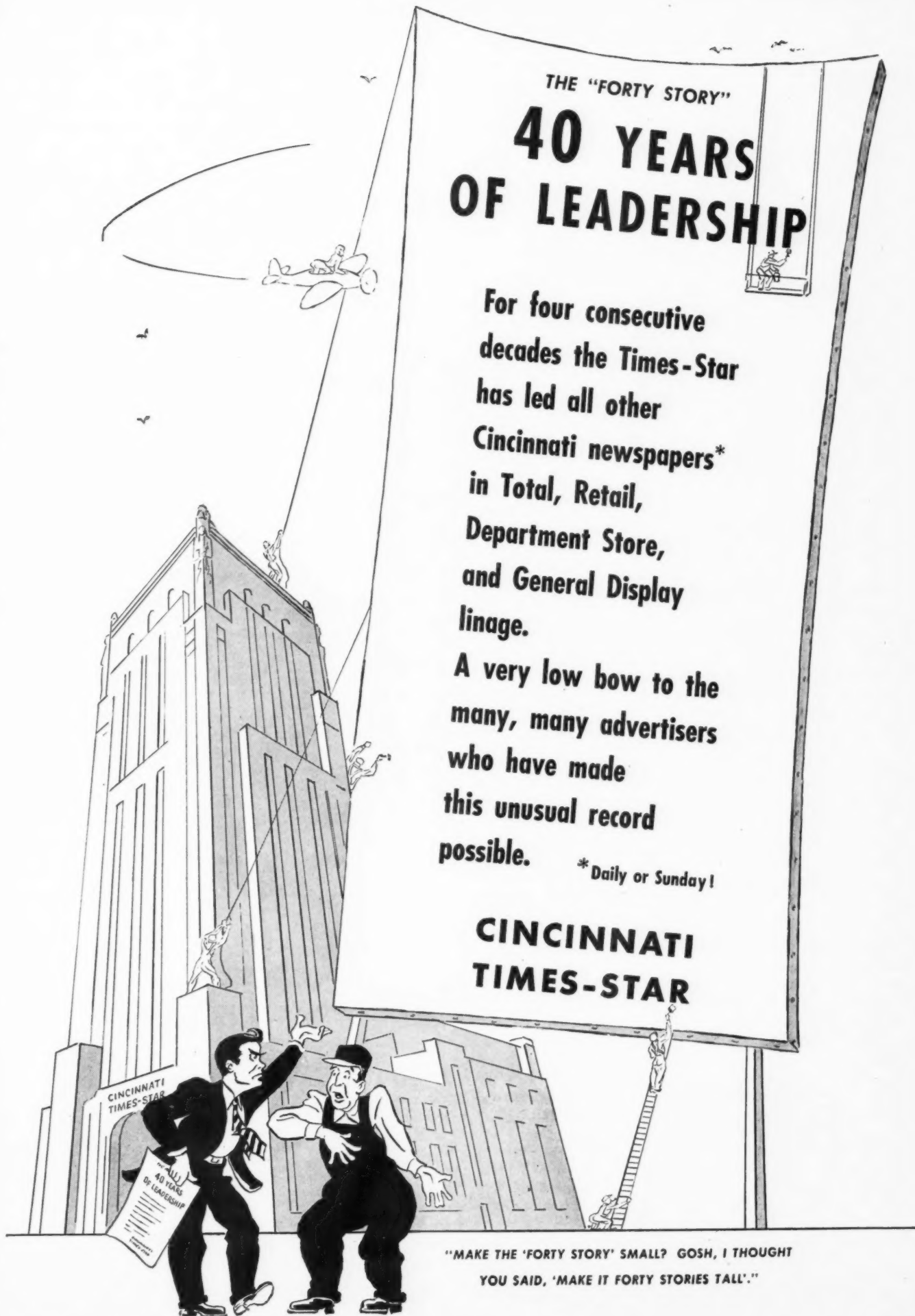
THE "FORTY STORY"  
**40 YEARS  
OF LEADERSHIP**

For four consecutive  
decades the Times-Star  
has led all other  
Cincinnati newspapers\*  
in Total, Retail,  
Department Store,  
and General Display  
linage.

A very low bow to the  
many, many advertisers  
who have made  
this unusual record  
possible.

\* Daily or Sunday!

**CINCINNATI  
TIMES-STAR**



"MAKE THE 'FORTY STORY' SMALL? GOSH, I THOUGHT  
YOU SAID, 'MAKE IT FORTY STORIES TALL'."

## HIGH READERSHIP



**\*SO! READIN' OVER MY SHOULDER AGAIN!  
HARDTACK AN' WATER FOR YOU YARDLEY!**

Ads on the **FRONT** page, British-style?

Judging by their readership score, you would think that's where all advertisements are run by the Wisconsin Hometown Dailies.

No matter how far back in the paper ads are, hometown readers find 'em. Wisconsin Hometown Daily ads of 1000 lines or over are read by **73 percent** of the women, according to Northwestern University's widely publicized new reader survey.

That's a mark for the city editor to shoot at with his banner headlines. Hometown readership is definitely higher.

**3 out of 4 Wisconsin families live outside Milwaukee county. You reach nearly 80% of them thru the better-read . . .**



**212 Fourth St., Racine, Wisconsin**

In this portion of his training, too, the trainee quickly learns to think on his feet by answering questions posed by members of the Customer Training School. "How can I design a lathe tool for taking a 'jump cut' in tough alloy steel?" may come from some oldster who was designing cutting tools before the trainee was born.

These and even more difficult questions bombard the trainee from all sides. They are exactly the types of questions he will have to answer when he is on his own in the field, and the experience he gains by answering them during his training period when he is backed up by experienced instructors who "know all the answers" is invaluable.

When the sales trainee has demonstrated that he is fully capable of taking care of himself even when the going gets rough in the Customer Training School, he is given actual experience in the field working with important accounts under the supervision of veteran field men. In this connection, it is interesting to note that Carboloy's field force is thoroughly sold on the type of job a sales trainee can do in training a customer in the fundamentals of using carbide tools in the customer's plant. Requests for the assistance of advanced trainees on major programs at important accounts are numerous.

While on such work, the trainee is entirely responsible to the salesman handling that particular account. The salesman, in turn, is primed to insure that the trainee will be properly introduced and started off on the account to which he has been temporarily assigned. The salesman is also required to see that the trainee is properly checked out of the account, and that the trainee prepares a detailed report of his own activities covering the period spent at that particular plant. When the trainee has demonstrated by actual on-the-job performance that he is qualified to handle assignments, he graduates to the position of full-fledged Carboloy field man.

During each candidate's term of schooling, instructors grade his progress largely by personal observation of his increasing grasp of fundamentals and also of his ability to handle details of the customer training work. As mentioned, detailed reports of how the trainee handles each field assignment are received from field personnel, and these are correlated with the instructors' observations.

Under the Carboloy system, each trainee is considered as an individual. Promotions are made on ability alone, *not* on seniority. This is why one

man may finish the training course and be out in the field on his own within six months, while another candidate may be in training for a year or longer before becoming a full-fledged Carboloy field man.

This type of training has been given to all men placed in the field by Carboloy during the past five years. We believe that this 6 to 12 month period of training—and especially the "apprenticeship" in Carboloy's Customer Training School—is a good investment for any man starting his career as carbide salesman. This belief is more than borne out by the valuable and effective demonstrations and meetings constantly being put on by our salesmen for their customers, their industrial distributors, and other similar groups in the field.

## "But the Price Is Too High"

**How can you help retail salesmen meet this sales objection?**

Your product is high quality and bears a corresponding price tag. How do retail salesmen overcome the objection of price?

To find out, Johnston & Murphy Shoe Co., Newark, N. J., asked salesmen in stores retailing its shoes. The answers they gave were then put into a sales manual, "Increased Earnings," which is addressed to fellow retail shoe salesmen.

Sample answer: "By explaining the quality of leather, workmanship, stylish appearance and the economy of long-wearing shoes, I know I don't have to explain about comfort because he (the customer) can feel that better than I could ever explain it. Knowing that everything is favorable I close the sale by asking a simple question, as 'Do you wish to keep them on or have them sent?'"

Other parts of the sales manual for retail salesmen prove that a salesman is on sound selling ground. A survey by the Tanners' Council of America discloses that price as a buying factor is out-ranked by comfort, style and quality.

The sales manual provides the retail salesmen with a kitfull of sales ammunition. For instance, there's a chapter on how to sell two or more pairs of shoes at one time instead of just one, another chapter on how to realize more profits from a good card index prospect list, and another on the role of advertising in helping the salesmen secure prospects.

**SALES MANAGEMENT**





NATIONAL advertisers who desire a profitable return on every advertising dollar should be interested in this improved arithmetic.

The National Geographic Magazine is published every month but is read every week by the First Million Plus families in America. Its net paid circulation exceeds 1,600,000.

The life of any one advertisement in National Geographic Magazine extends far beyond the week in which the copy first appears. Our advertisers often continue to receive inquiries and orders years after their advertisements have been published.\*

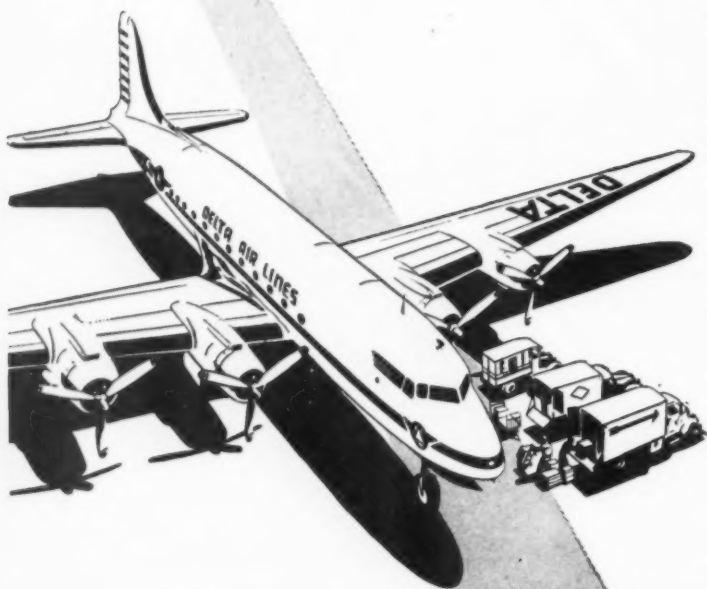
Therefore, if you wish economical and profitable *weekly* coverage, place National Geographic at the top of your list.

NATIONAL GEOGRAPHIC MAGAZINE • WASHINGTON, D. C.  
FIRST, SELL THE FIRST MILLION PLUS

\* Ask us to prove this.



## Delta's 3,000-Mile Parcel Chute Saves You Days at a Cost in Cents



### NOW...Rates on Northbound Fruit Cut to 12½ Cents a Ton-Mile

Rates on fresh fruit and vegetables shipped north from 15 southern points on Delta have been cut 40 per cent. Jacksonville-Chicago rate per 100 pounds, for example, is now cut to \$5.67 from \$9.45.

Fly fresh fruits and vegetables north to reach markets at peak prices. Ship mature products, only a few hours from field to store, to command top rates. Quick transit saves on refrigeration and spoilage. Cargo capacity up to 7,000 pounds per flight. For full details and rates, write Delta Air Freight Department.



General Offices: Atlanta, Georgia

Like a parcel chute from your plant to customer's door, Delta Air Freight makes southern deliveries fast, simple and economical. With overnight delivery to all Delta points, you save two to ten days per shipment. Yet this speed costs only a few cents more per 100 pounds than the fastest ground routing.

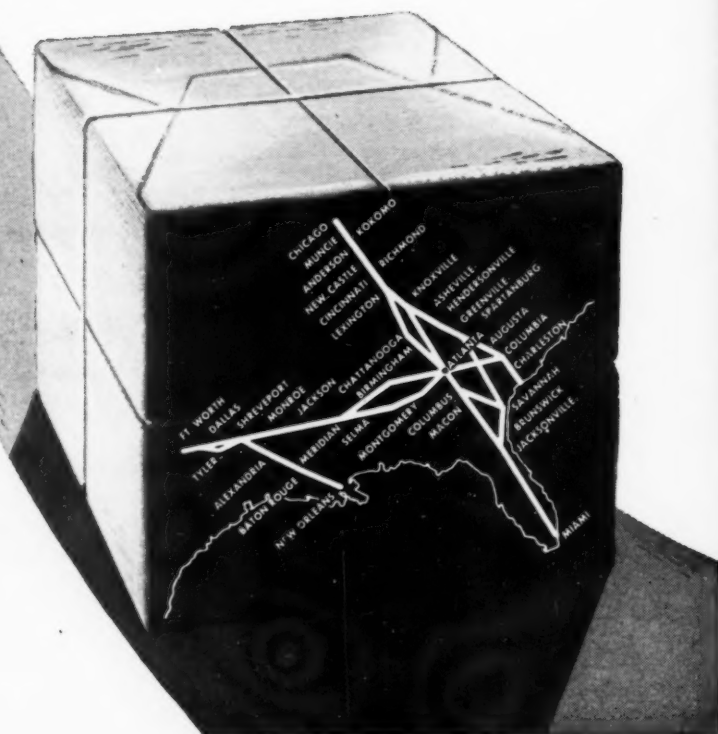
### Special Flying Freighters

Air Freight flies on all passenger schedules. That means no waiting for your goods to get underway. But in addition, Delta operates special "Flying Freighters" on round trips nightly between Chicago-Cincinnati-Atlanta and between Fort Worth-Dallas-Jackson-Birmingham-Atlanta. These freighters are timed for convenience of shippers, also to handle larger pieces up to 4½ x 4½ x 8 feet.

Delta's Air Freight rates, recently reduced 25 per cent, start at 25 pounds. Pick-up and delivery service available at all points.

### Rate Comparisons Available

Write today for a copy of Delta's point-to-point rates, with comparisons of surface rates between the same points. Address Air Freight Department, Delta Air Lines, Atlanta, Georgia. Or call any Delta ticket office.



SALES MANAGEMENT

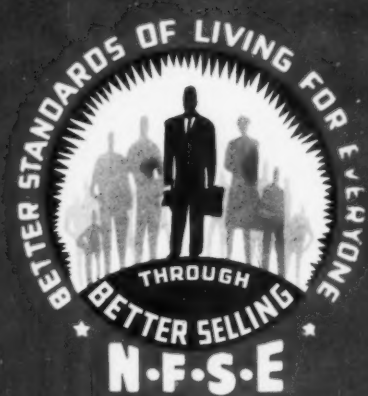
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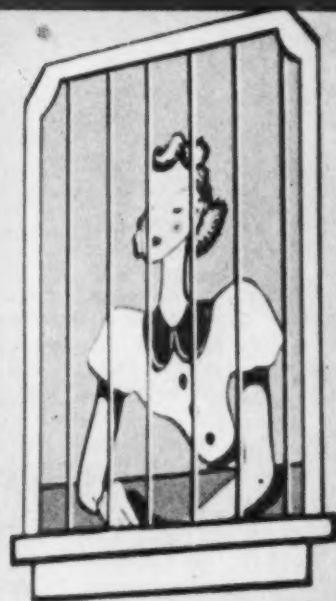
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# NFSE News

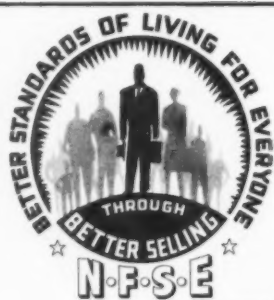


**HOW  
MANY?**

**Roy Warmee**

(page 5)

*Published Monthly by the National Federation of Sales Executives*



**NFSE News**  
 Published by  
**The National Federation of  
 Sales Executives**  
 Gothic Suite — Hotel Shelton  
 Lexington Ave. & 48th St., N. Y. 17, N. Y.  
 ROBERT E. HUGHES, Editor

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## EDITORIAL

The last half of 1947 saw the National Federation of Sales Executives set new records in size and activity. Eight new clubs were added to the roster, and almost without exception the affiliated clubs reported increases in membership. National projects gained momentum, and the clubs appointed outstanding men to work with these national committees. Throughout the nation the increased strength and activity of the Federation could be felt.

But despite the steadily increasing evidence of Federation importance and power, there are still some skeptics who voice that old refrain: "What do I get for my ten bucks?" It's a hard question to answer. Gene Flack achieved some interesting results when he turned it around at Los Angeles last year and asked "What do I give with my ten bucks?" There is ample evidence to indicate that the people who get the most out of the Federation (indeed, out of life itself) are the ones who give the most, of their time, their talent, their energy.

There are some members whose contributions of talent and time are severely limited by family obligations or the nature of their business. But there are many others who put aside Federation matters out of laziness or lack of interest.

By limiting their participation in Federation activities these members not only lessen the return on their own money, they also lessen the return to every other member. The questionnaires sent out by headquarters are a specific example. They are carefully prepared to obtain information of vital interest to every sales executive. Some are detailed and may take as long as an hour or two to complete. But if they are not returned to headquarters for analysis, then the value of the final result is lessened. By ignoring the questionnaire, the member penalizes not only himself, but also his fellow members.

1947 is behind us. During that year sales executives who had not taken part in NFSE projects before pitched in and found it to their liking. 1948 can be a big year for selling, for salesmanship, and for the Federation. The question of how big a year will be answered by each NFSE member.





## Board of Directors Meeting

Fifty NFSE Directors, Committee Chairmen and Club Presidents convened in Chicago for a two-day Board meeting at the Stevens Hotel on December 2 and 3. In accordance with the constitution, only Directors could vote on resolutions. However, all those attending participated in the discussions and notable progress was made in defining the Federation's aims and activities.

The twin problems of selling "selling" and promoting "selling as a career" were analyzed. NFSE President Gene Flack stated his belief that selling "selling" is the Federation's biggest job. Jack Evans, Treasurer of NFSE, pointed out that "you can sell 'selling' to all if you sell 'selling as a career' to some."

Continuing the discussion of this vital problem, Dr. H. H. Maynard of Ohio State University said that high school counselors present one of the major obstacles to the general acceptance of selling as a career by American youth. In a great majority of cases, Dr. Maynard said, these counselors have a deep-seated prejudice towards selling and salesmen. When

a student expresses an interest in making selling his life work, he usually meets with persistent discouragement from those charged with guiding him in his choice of profession.

A powerful means of combating this prejudice is easily within the grasp of the local Sales Executives Clubs. If the clubs will invite these counselors to club meetings, they can be shown that today's salesman is the key figure in our economy. Any ancient mental pictures the counselors may carry of salesmen as "drummers" or "peddlers" will be quickly dissipated.

G. H. McGreevy's extremely active Hotel and Transportation Committee reported that its preliminary survey had been completed. While continuing its work with the American Hotel Association the committee will test its program on a few typical hotels or hotel groups, a single large railroad and one of the major airlines. These tests will give the committee an opportunity to iron out any flaws in its program.

In reporting on the results of

CED cooperation, J. C. Aspley, committee chairman, pointed out that the CED reports can form the nucleus of important local club projects. The CED Small Business Report could represent the starting point for a Sales Executives Club which was aware of the small business problem and anxious to support small business in its community.

District Director Ray Crowell suggested that, wherever possible, clubs affiliated with the Federation bring their fiscal year into adjustment with the Federation's fiscal year, which runs from July 1 to June 30. In many clubs, elections are now held at a time which brings in new officers only a month or two before the club's summer recess. If the new officers took office with the beginning of a fiscal year starting July 1, they would have the entire summer to plan for their new administration.

The next meeting of the Board of Directors will be held March 1 and 2, 1948, at the Drake Hotel. In addition to Directors, national Committee Chairmen and Club Presidents will again be invited to attend.



**THE SAN ANTONIO CLUB** recently sparked its program with a private version of "Information Please" called "What Do You Think of Selling?" The panel of experts shown in this picture are Mrs. J. H. Powell, Mrs. George Stannus, Mrs. Claude Hudspeth, and Mrs. Thomas Sharp, all prominent local clubwomen. Not shown in the picture is Jim Turner, who played the role of Clifton Fadiman. It proved to be an informative as well as entertaining program, for the ladies gave frank answers to such questions as "Do you buy from salesmen who come to your door?" and "What do you think of selling over the phone?" The ladies were rewarded with gifts.

**THE SALES EXECUTIVES COUNCIL** of the Baltimore Association of Commerce was officially welcomed into the National Federation of Sales Executives by Executive Director Robert A. Whitney on December 8. The charter was presented at the annual Christmas party, held at the Merchants Club. Bob Whitney is pictured here delivering the Federation Charter to Dick Randall, President of the Council, in the presence of Vice-President C. S. Stackpole (on Mr. Randall's right) and other members. The Council's representatives then met informally with Mr. Whitney to discuss integrating the Baltimore Club's program with NFSE activities.



**WORCESTER.** Seen here are six sales executives, all much too busy to notice our photographer, and for good reason. It was a meeting between NFSE officials and representatives of the Worcester Sales Executives Club, to map out plans for the affiliation of the Worcester Club with NFSE. Mr. Charles Townsend, a member of the Worcester Club's Executive Board; Milton Fitch, Chairman of Publicity, Everett F. Merrill, Past President and Founder, Gene Flack, NFSE President, and Paul Chapman, all listen to Jack Lacy (Club Extension — NFSE) explain the Federation Organization Chart. The Worcester Club now has a membership of 211.

**BETWEEN THE ACTS** at the Minneapolis Midwest Sales Conference. Roy Warmee, Mrs. Luther Youngdahl, Mrs. Warmee and Robert Wilson gather around Governor Youngdahl to discuss "Selling on Main Street," theme of the Conference. The Governor interrupted his heavy schedule to greet and pay tribute to many leading sales executives at the evening banquet. Mr. Warmee, NFSE regional director and first winner of the Howard G. Ford award for outstanding sales management, was recently appointed Sales Manager of the Moduflow Division of the Minneapolis-Honeywell Regulator Co. On our cover he makes a dramatic entrance before his keynote address.



**AN EDUCATIONAL SPEAKER** at the morning session was Carl V. Haecker, who, at the time of the conference, was assistant director of sales promotion for the W. T. Grant chain. Mr. Haecker's qualifications to speak on his subject, "Bringing the Customer to the Merchandise," were recently amply demonstrated when he was appointed sales promotion manager for Butler Brothers of Chicago. The conference was staged by the Minneapolis C. of C., the St. Paul Sales Managers Club, and the Minneapolis Association of Sales Managers.



**WALTER JEFFREY OF NASH-KELVINATOR** listens attentively as Mrs. Madelon Bingham, Advertising Display Manager of Munsingwear, Inc., answers a question from the audience. The afternoon session of the conference was devoted to a Round Table Discussion of "Selling on Main Street" by six merchandising experts, and a speech by NFSE President Gene Flack. At the evening banquet, Robert S. Wilson, Goodyear Vice-President in Charge of Sales, delivered his now famous talk on Salesmanship as a Profession, recently mailed to NFSE members.



**Pittsburgh** — Secretaries to members of the Pittsburgh Sales Executives Club were kept busy last month writing letters on the subject "Why I Like to Work for Mr. Throckmorton." The letters admitted the secretaries to the luncheon given in their honor by the Pittsburgh Club.

Forty-six letters were submitted. It had been planned to award a prize for the winning letter, judged on humor, sarcasm and originality. But forty-six girls were humorous, sarcastic and original to the extent that each received a pockette ball point pen guaranteed to write under water.

The meeting was so successful that the Pittsburgh Club plans to make it an annual affair.

**Birmingham** — Another full house for the Jack Lacy Sales Clinic. For the second time in recent years, the Sales Executives Club of Birmingham successfully sponsored Mr. Lacy. The word must have spread since his last appearance, for the Clinic ran a full five days with a capacity audience of almost six hundred and fifty at each of the meetings. Chalk up another success for Jack Lacy's Sales Clinic and the Birmingham Club.

**Minneapolis** — December 18 was a "Silver-Letter" day for the Minneapolis Association of Sales Managers. A joint celebration for Christmas and their Twenty-Fifth Anniversary was held at the Curtis Hotel. The motif — silver. Members were required to wear silver threaded ties to gain admittance. Silver fed turkeys were served, along with silver punch. Silver gifts were presented as door prizes, and all present were required to be silver tongued orators, for no speaker was engaged. (We're wondering what's going to be the color scheme for their seventy-fifth celebration. That's the Diamond anniversary!)

The reports of the wonderful Christmas Parties held by Sales Executives Clubs made us sorry that we couldn't fly around the country attending all those to which we were invited. Since we couldn't say it then, we'll say it now: Hope you had a very Merry Christmas and Best Wishes for the New Year!

### Education

Two months ago letters were sent to the Presidents and Deans of colleges which include business courses in their curricula, explaining the need for sales training courses in American colleges. In preparation for recommending specific courses, the Federation is developing a questionnaire to determine the educational background of the typical successful sales manager.

A sample questionnaire, prepared by Professor Brooks Smeeton of Notre Dame, has already been mailed to a cross-section of NFSE members. If our sample proves the questionnaire will give a complete picture of the sales manager's background, it will be sent to all NFSE members.

### Sales Training

A second survey was sent to a sample mailing last month. Prepared by William Rados, Chairman of NFSE's Sales Training Survey Committee, this questionnaire is designed to gain a picture of sales training practices in American industry. Covering many varied phases of salesman selection and training, the questionnaire has been sent out in duplicate, with the suggestion that the sales manager fill out the second copy and retain it in his files. He will thus have a record against which to check his progress. And when the final results of the questionnaire are compiled, he will be able to compare his own program with the common practice of sales managers throughout the country.

### Salesmanship — As A Profession

When we made arrangements with Robert S. Wilson to mail copies of his Parlin Memorial address, "Salesmanship as a Profession," to our members, we knew alert sales managers would recognize it as one of the most important statements of the year on the subject. We even made preparations to fill modest orders for additional reprints. But we certainly did not anticipate the flood of requests which have been steadily pouring in since the speech was mailed. Within a week after the envelopes were postmarked we had received orders totalling well over 1200. The requests ran from single

copies to orders for a hundred or more. Some members wanted a copy for a friend, others planned to distribute the speech to their entire sales force. It took a little rapid telephoning to make arrangements for handling the volume of requests, but everything is under control, and the extra copies are already in the mail.

There was also a considerable volume of mail from members who did not need additional copies, but who wanted to state their agreement with Mr. Wilson's ideas. As one member wrote, "With men like Mr. Wilson in as well as behind its many causes, salesmanship will soon be recognized as the basic profession that it is."

### CED

The response following the Wilson mailing was almost matched by the requests for the CED's report on federal budget reform and tax reduction. Everything was going along nicely in the CED's mailing department until one of the girls saw a familiar name which seemed strangely out of place. There it was, big as life. Name: Harry S. Truman; address: The White House. Handwriting experts are studying the card, but, whatever their conclusions, we think we will fill the request anyway. Harry might get something out of the report, at that!

### Distribution

The Distribution Cost Section of the Department of Commerce is analyzing reports of firms which have conducted distribution cost studies of their operations. The study is part of the Department's program for promoting more efficient and less costly distribution. Nelson Miller, Chief of the Marketing Division, invites members of NFSE to participate in the study by submitting to the Department copies of distribution cost studies which have been made by their firms. The names of the firms making their studies available to the Department will be kept confidential in the report, will not even be disclosed within the Department. NFSE members interested in cooperating with the Department should write to Nelson A. Miller, Chief of Marketing Division, Office of Domestic Commerce.

### Price Controls

The Administration's anti-inflation program, roughly, revives the Government's war powers. If Congress voted everything asked for, the President could restore OPA's price control and rationing, WPB's allocations, production quotas, inventory limits, etc., and the Reserve Board's control over instalment sales.

The most responsible Congressional leaders, those who dislike casual forecasting, say that refusal to restore the wartime powers can't be guaranteed. Sample polls by various newspapermen on particular curbs show that many Congressmen have not yet made up their minds.

### Price Ceilings

With respect to price ceilings, the Administration wants the power to decide when and at what levels they would become effective. It does not want a law freezing the present price structure but power to order

### How People Spend

Commerce Department makes this estimate of how people spent their money in the third quarter:

Food, 31 per cent; clothing, 12 per cent; rent, including imputed rent of homes, 8 per cent; alcoholic beverages, 5.4 per cent; tobacco, 2.2 per cent; auto fuel and oil, 2.3 per cent; other nondurable goods, 2.3 per cent; autos, 3.6 per cent; furniture and household equipment, 6.0 per cent; other durable goods, 2.3 per cent.

Household operation, mostly hired help and utilities, 4.2 per cent; personal service, barbers, laundries, etc., 1.9 per cent; recreation, 2.2 per cent; transportation, 2.7 per cent; other services, medical care, legal fees, etc., 8.6 per cent.

It estimates that since June, 1946, food made up 70 points of the living cost rise.

### Retail Sales

Trade statistics put out by the Department, supported by those of the Reserve Board, fail to show definitely that the retail pick-up which started late in summer will be sustained. Retail sales from September to October gained just what was to be expected in the season. The house furnishings, auto and other industries selling solid goods remain far over last year; others are marking time or have fallen below.

roll-backs. Evidently, it wants to be able to threaten inflated markets.

Price controls would cover steel and lumber among industrial products, meat and grains in the food field. No mention whatever has been made yet about ceilings on manufactured products. Meat rationing is independently proposed in Congress.

### Instalment Controls

The Reserve Board is plumbing not for emergency but for permanent instalment controls. It stands a good chance of getting temporary power now, leaving its desire for standing powers for future campaigns.

When and if curbs are restored, the Board is likely to control the same products as before: Autos, furniture and household appliances. It won't fuss with charge accounts.

Meanwhile, in the absence of controls, the banking authorities are trying by other means to hold down the use of credit in the sale of merchandise. Bank examiners have been told to look twice at paper the authorities consider objectionable. However, examiners may under the law criticize banking assets only from the point of view of their effect on the bank's solvency, not that of stopping inflation. Banks in this respect seem to be ignoring the wishes of the authorities.

### Retail Practice

Federal Trade Commission has changed its policy with respect to promoting a product by inducements to retailers sales-help. Under old court decisions, this was illegal only if the retail proprietor was not told. Later, RFC decided in "demonstrator" cases that gratuities had to be offered on equal terms to retail customers.

The new line, adopted in the Philco order, which the company accepted at once, argues that the public looks to the retail salesman for unbiased comparisons of competing brands and that bonuses to them deceive the public. A company that suspects competitors of paying special commissions to retailers' salesmen stands a good chance of success in complaining to the Commission. Defense against such a complaint must include:

1. Special commissions are not secret, e.g., through labeling of demonstrators.
2. They do not violate the Robinson-Patman Act by failure to offer them equally to different retail establishments.

**PHIL KELLY**, Chairman of the Convention Committee. Mr. Kelly, a long-time member and officer of the New York Sales Executives Club, was, until recently, vice-president of Lennen and Mitchell. He is now Director of Advertising for National Distillers. Working closely with Executive Director Robert Whitney and President Gene Flack, Chairman Kelly is laying plans for what promises to be the greatest Convention in NFSE history.

Starting with a cocktail party on Sunday, June 13, the Convention is scheduled to run four days, June 13 through June 16. The Grand Ballroom of the Waldorf-Astoria Hotel has been reserved by NFSE for the Convention proceedings. Plans have already been prepared for a giant sales rally, and several proposed changes in the Constitution will be considered. An elaborate program has also been prepared for wives who accompany their NFSE member husbands to New York.

Because of the anticipated heavy demand for reservations in the Waldorf, members planning to attend the Convention are urged to make their reservations as far in advance as possible. For your convenience we have prepared the attached reservation form. Have your secretary fill it out and mail it to us here at Headquarters, and we will see to it that the room of your choice is held for you.



### National Federation of Sales Executives

Gothic Suite, Shelton Hotel, Lexington Avenue at 48th Street.

New York 17, New York

**YES!** I am coming to the 1948 Convention in New York on  
June 13 - 16, and want reservations at the Waldorf-  
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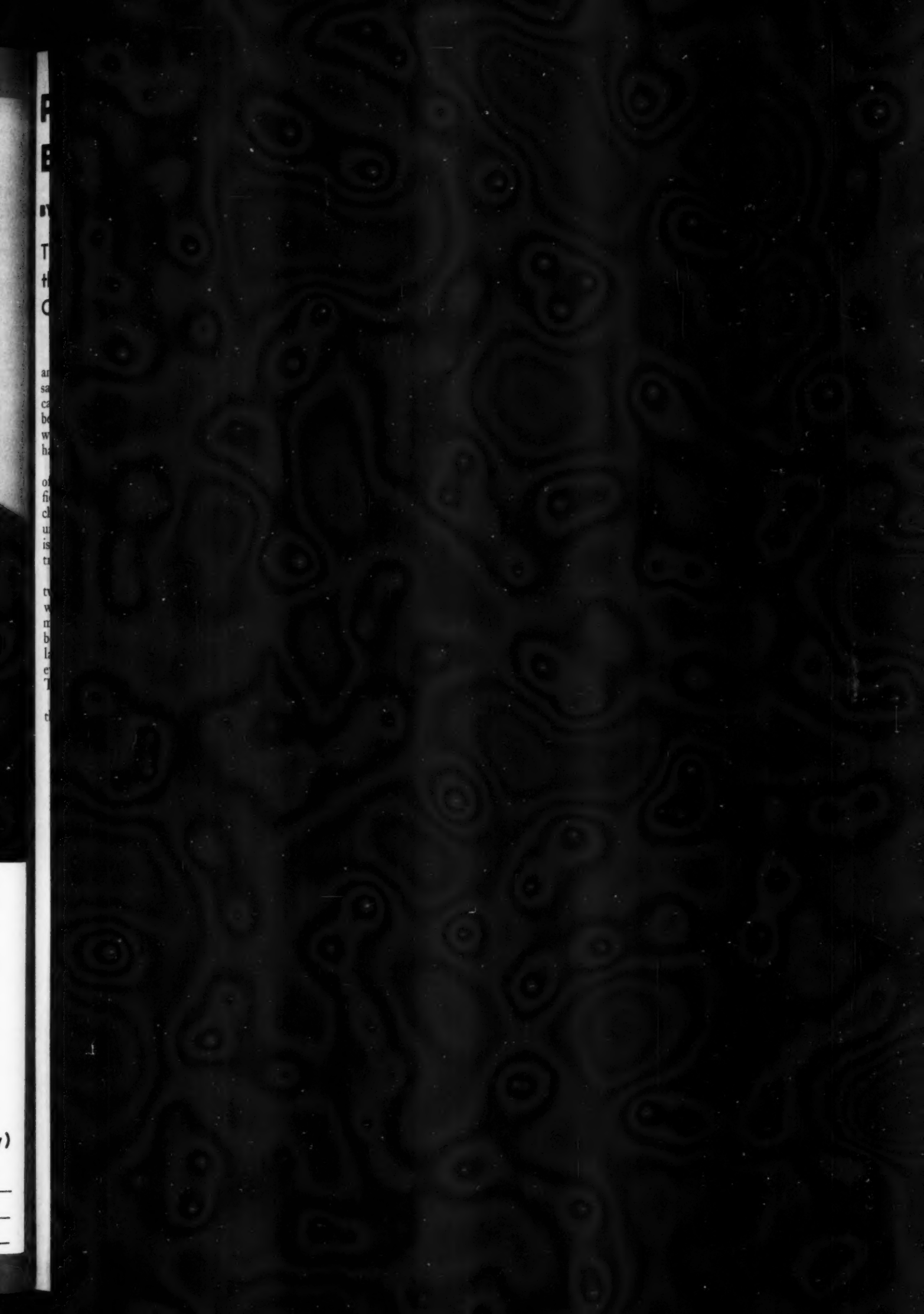
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# Phoney Trade-Ins Are Called Breach of Fair Trade Contracts

BY ALBERT WOODRUFF GRAY

Trade-in values must be fair when they are involved in the sale of a product sold under a fair trade contract. Otherwise dealers involved are subject to legal action.

The granting of "trade-in" allowances by some retail dealers in the sale of merchandise in price-cutting campaigns, where retail prices have been fixed by Fair Trade Agreements with manufacturers or wholesalers, has become a source of apprehension.

The acceptance by a retail seller of used merchandise for credit at a fictitious trade-in value on the purchase price of any goods established under these statutes by the producer, is a breach of the resale price contract.

Statutes permitting contracts between retailers and manufacturers or wholesalers that the goods of the manufacturer or wholesaler will not be retailed at a price below a stipulated amount, have been passed in every state except Missouri and Texas and the District of Columbia.

The California statute, the first of these laws to be enacted, is typical of

all. This act is, in part, "No contract relating to the . . . sale or resale of a commodity which bears . . . the trade-mark, brand or name of a producer . . . violates any law of this state by reason of any of the following provisions . . . : (1) That the buyer will not resell such commodity except at the price stipulated by the vendor." "Commodity" is defined as "any subject of commerce."

Aimed at the abolition of price-cutting and cut-throat competition, these laws were launched in a stormy sea of opposition and even now, after 14 years, the storm that attended their launching has not abated.

Price-fixing contracts originally were void under the Supreme Court decision in the Miles Medical Co. case. There the manufacturer of proprietary medicines had sold its product to retailer customers under an agreement that no retail sale of this

merchandise would be made "at less than the full retail price as printed on the packages."

"Agreements or combinations between dealers," declared Justice Hughes of the Supreme Court at that time, "having for their sole purpose the destruction of competition and the fixing of prices, are injurious to the public interest and void." (1)

To this conclusion was made a vigorous dissent by Justice Holmes. "I can't believe that in the long run the public will profit by this court permitting knaves to cut reasonable prices for some ulterior purpose of their own and thus to impede, if not destroy, the production and sale of articles which it is assumed to be desirable that the public should be able to get."

A quarter of a century later the spirit of this dissent reappeared in the recognition, by that same court, of the truth of Justice Holmes' contention and the need of industry for contracts that would protect the goodwill of producers from irresponsible price-cutting.

The present California Fair Trade Act was enacted in 1933, followed three years later by the Seagram Distillers decision that adopted the principle of that dissent of Justice Holmes and held the statute constitutional.

"There is a great body of fact and opinion tending to show that price-cutting by retail dealers is not only injurious to the good-will and business of the producer and distributor of identified goods, but injurious to the general public as well." (2)

Shortly after this decision was rendered Congress passed the Miller-Tydings Act that excepted the Fair Trade Acts of the various states from the ban of illegality that hitherto had been placed on them by the Sherman Anti-Trust Law.

The application of the phrases of these statutes to every-day business recalls the notorious comment of the French statesman, Talleyrand, that, "Words are given to mankind for concealing thoughts." The effort to eliminate trade-ins in the sale of merchandise in which resale prices

(1) Dr. Miles Medical Co. v. Park & Sons Co., 220 U.S. 373.

(2) Old Dearborn Co. v. Seagram Corporation, 299 U.S. 183.



"Of course salesmen are born!"



# a little primer

ON SOME VERY BIG SUBJECTS

This is Mr. Stover; J. Timothy Stover. Mr. Stover owns a farm. It is one of 916,072 farm homes in the WOR listening area. Altogether these farms house 4,912,637 people who have \$3,470,496,000 to spend yearly on themselves and their farms.



These men are retailers. Men like these own 493,088 stores in the states and counties covered by WOR. Their annual sales amount to \$19,133,587,000. Not so long ago, a cross-section of retailers voted WOR the station they'd choose first to help them make more sales.

This is Barnabas Butterby. He makes stoves. Here you see Butterby in a state of advanced shock. He just received a WOR statement telling him that the people in the WOR listening area spend at least \$2,662,021,000 a year for general merchandise.



*If you have a product or service to sell, WOR can tell your story to 34,057,161 people, or more than 1/4 of the nation's population, in 430 counties in 18 states. That, Gentlemen is a buy at our rates!*

## WOR

*—heard by the most people  
where the most people are*

*mutual*

have been fixed by the manufacturer, meets this difficulty.

The retail price of the trade-marked products, "Sal Hepatica" and "Ipana" tooth paste had been fixed by contracts under the Fair Trade Laws, between the manufacturer and various retailers. On the retail sale of these articles trading stamps were given away in one instance for one dollar for every 99 dollars of merchandise purchased. In the suit by the manufacturer to prevent the use of these stamps as a deduction from the resale price that had been fixed by contract, the Pennsylvania court, in deciding against the producer and justifying the use of the trading stamps, said: (3)

### Cut-Throat Competition

"While it is the purpose of the Fair Trade Act to prevent 'cut-throat' competition, it is not the purpose of the Act to prevent all business competition. Competition is still 'the life of trade' and no public policy is sound which stifles the spirit of enterprise," then added this reference from a venerable decision of the courts of Massachusetts rendered over a hundred years ago, that the law, "looks at truth and reality through whatever disguise it may assume." (4)

Contracts under the Fair Trade Statutes, fixing resale prices of trade-marked or branded goods are not violated by accepting "trade-ins" as part of or in total payment of the price, provided the valuation of the merchandise accepted by the retailer is fair and made in good faith. A definition of "price" in the phrase of the statute, "price of a commodity," that restricts its meaning solely to money, leads far astray.

According to Justice Pound, of the New York Court of Appeals, "The word 'price' generally implies a sale for money although this is not always so . . . In its broadest sense a sale comprehends any transfer of property from one person to another for a valuable consideration," (5) and 60 years before in the same court another justice said, "It is true that 'price' generally means the sum of money which an article is sold for; but this is simply because property

is generally sold for money, not because the word has necessarily such a restricted meaning. Among writers on political economy who use terms with philosophical accuracy, the word 'price' is not always or even generally used as denoting the moneyed equivalent of property sold." (6)

That the word "price" as it is used in these Fair Trade Acts embraces "trade-ins" at a fair and honest appraisal appears clearly in the definition of the word in a recent decision relating to these statutes in Maryland. "The act defines 'commodity'

as 'any subject of commerce;' and while the word 'commerce' in itself is a broad term, its ordinary meaning, as applied to the trade, is the exchange of goods or property of any kind for money or for other goods or property." (7)

It is, however, unquestionably a violation of a resale price-fixing agreement when, as in the conclusion of the small boy who valued his dog at \$50 since he had traded him for two \$25 pups "trade-ins" are accepted by a retailer at a grossly enhanced valuation that is an evasion.

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SCHNELL PUBLISHING CO., INC., 59 JOHN STREET, NEW YORK 7.

(3) Bristol-Myers Co. v. Lit Bros., 6 Atl. 2d 843.

(4) Commonwealth v. Hunt, 45 Mass. 111.

(5) Halsted v. Globe Indemnity Co., 258 N.Y. 176.

(6) Hudson Iron Co. v. Alger, 54 N.Y. 173.

(7) Schill v. Remington Putnam Book Co., 17 Atl. 2d 175.



PAUL G. HOFFMAN

### Last Half of '48?

## "NO NEED FOR ANY BUSINESS SMASH-UP"

"There's no need to expect any business smash-up in the latter half of 1948. There are *so many* things we can do to prevent it. But we could *talk* ourselves into it!"

Now you are listening to Paul Hoffman, president of Studebaker Corporation and chairman of Committee for Economic Development . . . one of the country's closest students of economics among our business leaders yet—he insists—"not one of the experts."

"A year ago," says this evangelist of clear *unexcited* planning, "most experts predicted recession for 1947. Instead we've had a full-fledged boom. Now they predict disastrous inflation just ahead. If we have either disastrous inflation or depression it won't be by act of God or convulsion of nature. It will be because of acts of you and me and others like us."

"Looking backward, we can see that all past booms and depressions were caused by things men did (things which they need not have done) and by things men failed to do (which they could have done). This being so, if men act more sensibly in the future, fluctuations in business activity can be lessened. Violent booms and busts don't belong in our strong, dynamic economy."

"Many prices are too high. Emergency measures to check inflation are needed right now. But let's be careful what we do, or before long we'll have to combat *deflation*. There are great dangers in last-minute improvising to meet crisis after crisis. Therefore, while formulating a 'quickie' program against inflation, let us insist upon governmental, business, labor and agricultural policies which will continuously exert pressure against *both* inflation and deflation."

"I recommend that management and labor cooperate, using better planning, better machines and *honest effort* to increase output per hour. The only sure remedy for

inflation and the one real key to lasting prosperity is *increased production through increased productivity*."

"Further, if we had all workers covered by unemployment compensation insurance we would have a strong stabilizing factor to sustain market demand in days when business activity is falling. Where there's no such insurance, the mere rumor of a layoff can paralyze a community. Of course that kind of feeling spreads."

"And our hodge-podge Federal tax system should be recast. It's a hodge-podge because wartime rates were superimposed upon an overloaded, antiquated, pre-war tax structure. It has been patched time and again to 'so pluck the goose as to obtain the largest amount of feathers with the least amount of hissing'. With Federal expenditures now close to \$40 billions a year, the tax system has to be basically sound, or our chance to maintain a stable economy and improve the standard of living may be lost. CED has recommended *permanent* tax rates. They should be set high enough to balance the budget *and* provide a surplus of agreed high levels of employment and national income. With tax rates fixed, collections would automatically be high in good years and lower when times are bad. That would help stave off trouble in 1948 or any other year."

"Oh yes, there are other things we should do too . . . many of them. In the fiscal and monetary field we must find ways to stabilize the availability of credit. It has been too easy to get in good times; too hard when the going is tough. And our huge public debt needs better handling."

"There are plenty of things we should do. So let's *do* them. Let's get on with the task and devote our thought, our energies and our public utterances to *that*, not to fears. I tell you again, we *can* talk ourselves into depression. *Let's not do that!*"



Last Half of '48?

### "SCARCE MONEY AND REDUCED EMPLOYMENT"

No U.S. industry leaders are worrying much about American business during the *first* half of 1948. But *what about the last half?*

To get a hard-as-nails opinion, you sit an hour in the 65th floor office of Robert R. Wason—looking down at New York as from the sky—and listen with both ears.

You know in advance the opinion is going to be as definite and concrete as the valves, hoists and gauges President Wason's Manning, Maxwell & Moore, Inc. supplies to industry. It will be *exactly*, not approximately, what this chairman of National Association of Manufacturers believes. It will come out in clear, clipped ideas that bore straight ahead, turning neither to the expedient left nor to the political right. And it will be the thinking on which Mr. Wason's own company will chart its course.

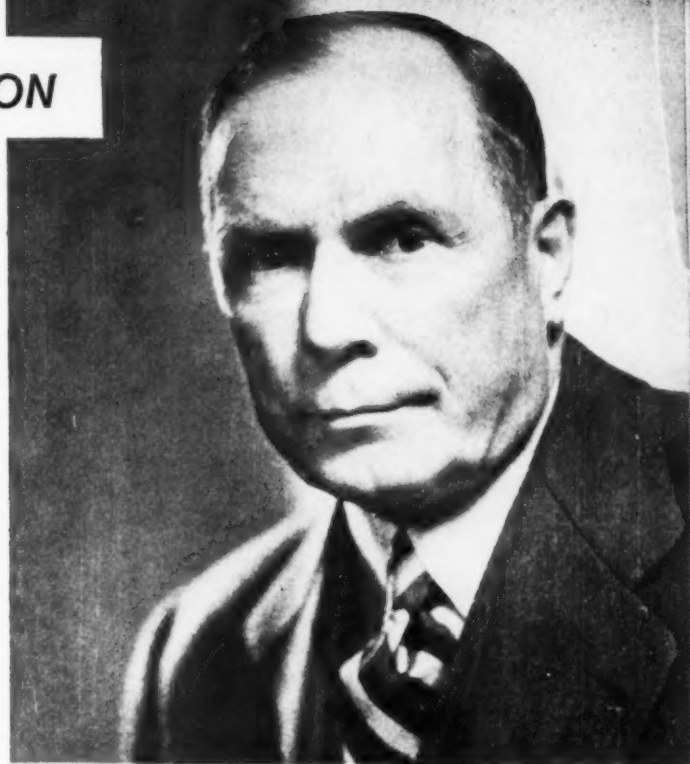
This is Robert R. Wason speaking to you:

"In the second half of 1948 money will be less available than it is now and will be offered at higher rates.

"Inability of industry to do equity financing in 1947 and recent threats of increased bank reserves will keep money at a premium and industry at a discount in 1948.

"Tax reductions in 1948 will be late in the year and limited in percentage. The Government's \$40 billions budget in the fourth year of peace and limited relief to 'venture' capital will increase present discouragement to industry.

"The accumulated 15-year backlog of unbought goods will supply ample orders to industry and to commerce, but the scarcity of money and its rising prices will cause some cutbacks of expansion plans. These cutbacks will tend to reduce inflation . . . and employment.



ROBERT R. WASON

"There will be some upward adjustment of wages in the first half of the year that will narrow the profit possibilities of industry which, with increased costs of money, will also help reduce employment from its presents high peaks.

"Good crops in Europe will reduce demands upon American agriculture, shipping and finances. These demands *could* be lessened this winter with *present* European crops if governments there would reduce the value of Europeans monies so that crops in the hands of the peasantry could be exchanged for equivalent goods or services.

"In the United States the proper correction of inflation would be reduction, by our own Government action, of money outstanding; but it cannot be hoped that, in an election year, Government will make any serious effort to reduce present inflation."

That's it. That's what Mr. Wason said. So that's what he believes.

He's no sourball by nature. In 1945 while the shooting war was still on, he did *not* join the long list of prophets of doom. He said we were *not* going to have unemployment in 1946. Of course he was right. In early 1947 he took a good look ahead and his beliefs have checked with actual developments.

Says he now: "I'm no economist and certainly no crystal ball gazer. I'm just a business man. To run a business you have to look ahead. So I've looked ahead for you into the last half of 1948 the best I know how. This puts me out on a limb, but that's all right; I've been there before."

FOREFRONT OPINION is compiled by E. W. Davidson



**MORE  
EFFECTIVE  
because  
they're MORE  
SELL-ective!**

**1,362**

**ADVERTISING  
AGENCIES**

**4,967**

**ADVERTISERS  
(manufacturers)  
PLACED**

**12,518**

**PAGES OF  
ADVERTISING**

**in these Haire Publications  
during the year 1947**

# HAIRE

**SPECIALIZED BUSINESS PUBLICATIONS  
1170 Broadway, New York**



**CIGARETTE DISPENSER** for drivers is attached to the steering post. It was designed by Raymond Loewy.

## ... coming your way

**.....automatic lighter and dispenser** for cars and trucks, delivers a lighted cigarette to the driver in one operation. A product of Masterbilt Products Corp., it is called the "Pres-a-lite." When a lever is pressed, the cigarette falls into a trough, is held against a filament by a small spring, and may be removed in three or four seconds, already lighted. The gadget has a Bakelite compartment for 23 cigarettes and is easy to attach to the steering post. The company regards Pres-a-lite as a safety device because through its use the driver's attention is not diverted by a fumbling about for cigarettes and matches.

**..... bell ringing oil rod**, a development of The Oil Bell Co., does away with questions as to the accuracy of the oil check in motor cars. It is claimed that this is the first major improvement in oil rods (dipsticks) in 30 years. A brass bell of loud clear tone at the top rings only when the rod has been pushed all the way down. The rod itself is corrosion-proof and rust-proof and always presents a bright surface—one much easier to read than the old-type rods. One of its advantages is that it keeps customers interested in maintaining correct oil level in their cars. It is expected to find wide acceptance with motorists, garages, service stations and trucking companies. This oil rod with a bell

indicator is available now for Ford and Mercury cars. It will be available soon for other popular makes.

**.....telemike**, a midget inductor unit, permits group loud speaker listening or recording of two-way personal or business telephone conversations. It is made by Miles Reproducer Co. Inc., and is de-



**MIDGET INDUCTOR** fits on telephone.

signed to operate with the standard radio receiver, phonograph or microphone amplifier or any type disc-wire-film-cylinder electric recorder. Telemike, itself, measures only 1/4-inch in thickness and one inch in diameter and fits over the outside of earpiece of the telephone. It requires no electrical connection with the telephone or its wire. Chief advantage of the

**SALES MANAGEMENT**

Telemike is that it eliminates the relaying of information and instructions.

..... **bantam** is the name of the new 16mm. sound motion picture projector now being marketed by the DeVry Corp. The manufacturer describes it as a "theater-in-a-suitcase." The entire unit of projection mechanism, soundhead, amplifier, speaker and screen, when packed in the carrying case weighs only 31 pounds. The company points out that its combination of



PROJECTOR weighs only 31 pounds.

light weight and low price, should expand the field of 16mm. projector use by business, education, agriculture and the professions. It also makes a convenient unit for use in the home. The Bantam provides 750-1000 watt illumination. Light output, exceeding 200 lumens, is more than adequate for showing large size pictures in auditoriums. Condenser and fast projection lens are coated with a microscopically thin layer of magnesium fluoride to reduce internal reflection and increase light transmission. The new DeVry projector has an efficient sound filtering system that eliminates perceptible flutter and makes for lifelike sound reproduction. In addition, it is said that the most inexperienced salesman, teacher or student can set up, thread film through the projector and have pictures on the screen, accompanied by sound, in a few minutes.

JANUARY 1, 1948

## ADVERTISING THAT IS WORN!

your  
AD  
message  
TRADE  
MARK  
HERE!

Use fine neckwear with your name, product or trademark beautifully and tastefully reproduced as the pattern. Here's on-the-spot, point-of-sale advertising that does double duty . . . as an effective ad and as an appreciated, lasting gift for clerks, dealers, salespeople, etc. • Since 1874 Cutter Cravat has created and produced advertising-premium neckwear for many companies. Your advertising message can effectively (yet inoffensively) become an integral part of the styling, pattern and color of a fine necktie the recipient will be proud to wear. Here are illustrations of advertising-premium neckwear we have produced recently



...it's being done!

- ① Advertising necktie for clerks, salespeople produced for the Rainbo Baking Company.
- ② Promotion necktie developed for the Illinois Baby Chick Association.
- ③ Gift necktie for sponsors of Radio Station WFO, Milwaukee, Wisconsin.

### PRICES ARE SURPRISINGLY LOW!

Write for complete information of novel advertising-premium neckwear. Send us name, slogan or illustration to reproduce . . . and approximate quantities. You'll be pleasantly surprised at the low cost of this effective, lasting advertising-premium technique.

**Cutter Cravat, Inc.** FINE MEN'S NECKWEAR SINCE 1874  
529 S. Franklin St., Dept. B11, Chicago 7, Ill.



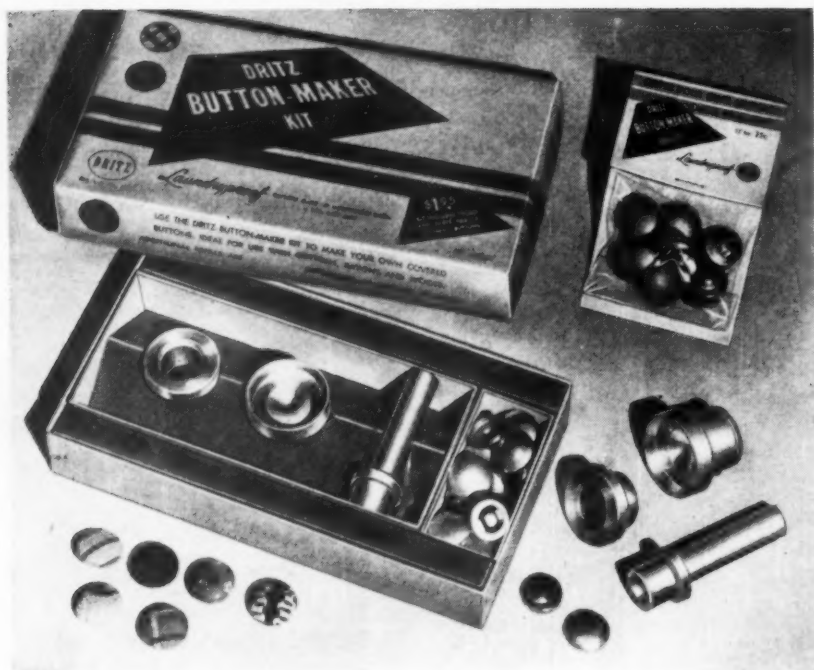
### WHAT! NO CLOWNS?

Nothing diverts us from our main act — 100% service to people whose big interest is home and family. That 100% service automatically screens out casual readers, but screens in over 3,000,000 families — husbands and wives — who buy into the billions every year. If your product goes into homes, don't miss those 3,000,000.



AMERICA'S FIRST SERVICE MAGAZINE





## Dritz Kits for Home Sewers Are Hot News in Notions

The idea: To help women make their handiwork look more professional. The products: Tools and materials for making buttons, or attaching snappers and nailheads at home. The beauty of it all: A quick-response market, and a mounting potential for the future in re-fills.

Within the last two and one-half years, John Dritz & Sons, New York City, has brought out and successfully merchandised three packaged items for the home sewer. The three have in common the fact that they enable the home sewer to add professional touches to her work with comparatively little expenditure of money or effort.

In each instance, the kit is complete, containing the tools required for the operation and a supply of the basic materials. Additional supplies in the nature of "refills" may be bought separately, bringing in repeat business which retailers like. The tools required are simple and practically foolproof—an important factor in overcoming the resistance many women feel toward what they consider a "mechanical" operation. Though the three items are dissimilar

in their results, so far as merchandising goes, they belong to the same family, and are sold in the same departments. This is advantageous in several ways. For one thing, when a store puts on a demonstration, all three items are shown.

The three items in the series are: The *Dot Snappers Kit*, retailing at \$1, which enables one to apply metal snappers (such as those found on men's and children's ready-made underwear); the *Dritz Nailhead Set*, retailing at \$1.25, for decorating belts, bags, gloves, scarves, hats, etc.; the new *Dritz Button-Maker Kit*, retailing at \$1.95, with which cloth-covered buttons can be made.

Behind the development of these kits is John Dritz who for 40 years has been in the business of selling notions and novelties. He was the first to package zippers for home use



SOME STORES hire their own demonstrators to overcome the natural reluctance of women to work with tools (see kit at top). Because there are three related kits, department stores and needlework centers find them profitable items to promote.

SALES MANAGEMENT

# Do you stack?



Recently, a Mr. S. wanted to see us. "I have a swell invention which will make a lot of money for you," he said.

"That's fine," we said.

"I got a grocery in Flatbush," said Mr. S., "on a very busy street. Trucks, trucks, trucks—they go by all the time. The street shakes, The store shakes. From shaking, the stacks of bottled beer fall down. To prevent such, I invent this invention."

We thought the invention was pretty wonderful . . . filled a long-felt want of big companies and small storekeepers all over the country who would be grateful to Mr. S! And to us if we made it available, So we offered to manufacture it, and pay Mr. S. a royalty on sales.

"Hm'm. No cash down?" asked Mr. S. We gave him an advance check.

"How about a full-time job, idea man?" We told him the place was lou—full of idea men, full time.

"OKAY" said Mr. S. thoughtfully. "But someday I got to invent a way of getting out of that grocery."

The invention is so simple, and so practical that only a man with falling beer bottle problems could think of it! Three layers of board; the top layer punched to fit the base of the bottle; bottom layer punched to fit the top of the bottle; the middle layer not punched at all.

With the Flatbush Stacker (*we invented the name*) every stack of beer bottles becomes a virtual Gibraltar, comparatively speaking!

Bottles, beer and proprietors remain unperturbed through normal truck, train, and traffic tremors, or even upstairs over a bowling alley!

The stacker is custom-made to fit bottles, jars and cans of all sizes—will help good products get better positions in supermarkets, and stay in position, will please proprietors, store managers, salespeople and customers.

Brand names and slogans, on the edges, make every stack an advertising display as well as a product display.

Terms very reasonable—and the Flatbush Stacker is exclusive with Einson-Freeman!



## Einson-Freeman Co. INC.

Consistently constructive lithographers . . .

STARR & BORDEN AVES. • LONG ISLAND CITY, N. Y.  
with offices in Chicago • Cleveland • Cincinnati • St. Louis  
Minneapolis • Atlanta • Dallas • Los Angeles • San Francisco

# NOW...

## Reach Operating Executives Clear Across the Nation

---

*Advertise for the "YES" that gets ACTION . . . through the pages that decision-making executives value more highly than any other publication.*

---

THE New York Journal of Commerce and the Chicago Journal of Commerce provide a *nation-wide* audience of business and industrial operating leaders.

As America's only complete daily business newspapers, they carry exclusive news features that active top management men depend on, day by day. In addition, each carries the spot news of its own business area—every 24 hours.

The Journal of Commerce (New York and Chicago) holds the confidence of over 75,000 subscribers who pay \$20 a year to read it. A proved readership of more than 200,000 presi-

dents, vice-presidents, and other production, purchasing, sales and traffic executives. J-of-C circulation represents the highest concentration of business and industrial decision-making officials now available to advertisers.

If you advertise a business product or service, a commercial or industrial commodity, a consumer product with a top-income market, or an institutional message for top management, write or telephone for the Story of the Greater J-of-C Market and rate cards. One order buys this nationwide coverage. *Get to the men who DECIDE . . . in the dailies that HELP them decide.*

### *A Few of Thousands of J-of-C Advertisers Who Are Also Subscribers*

American Airlines  
Old Gold Cigarettes  
General Electric  
Mark Cross  
New York Central Railroad  
General Motors  
Gulf Oil  
Celanese Corporation  
The New York Times  
National Distillers  
Birds Eye Frosted Foods

## The Journals of Commerce

**The Journal of Commerce**  
NEW YORK

53 Park Row, New York 15, N. Y.



**Chicago Journal of Commerce**

12 East Grand Ave., Chicago 90, Ill.

TOP MANAGEMENT'S GOOD RIGHT HAND  
SALES MANAGEMENT



to be sold through department stores, and to present needlepoint sets for women to complete for themselves.

At the close of the war, when Mr. Dritz could once more put into practice his beliefs about the home sewing market, which he knew to be large, he started the business he now heads and began to develop new products. To win acceptance for his line, a product must be one that can be sold at a moderate figure; it must cater to the desire which the home sewer has to make her needlework look professional; it must have the touches which give sales appeal to ready-made and custom-made apparel.

Dot Snappers, mechanically clamped to the fabric, had already won wide acceptance on ready-made clothing for children and on men's work clothes. They are so easy to handle that a child can manage them long before he is ready to tackle buttons and other fasteners. In the past, snappers which could be sewed on had been available, but sewing on the two tiny elements is a tedious process. Devising clamp-on tools for Dot snappers, testing them, having dies made, getting into mass production, was not easy, but once achieved, it paid off in the quick acceptance the kit has won.

### Creating a Line

Fifteen months after the first Dot Kit was brought out, a second one with a smaller snapper was introduced. This widened the market considerably. It is used for infants' wear and light-weight fabrics. In the meantime, larger snappers have won an extensive new market, through featuring the fact that by using only the flat half, and punching a hole through the center, an excellent metal eyelet can be made. Because of this feature alone, thousands of kits have been purchased to make metal eyelets for shower curtains, draperies, etc.

The second member of the family, the Nailhead Set, was brought out in the Autumn of 1946. It, too, quickly found ready acceptance.

The success of the button-making kits has been remarkable. At this writing, they have been on the market in New York City less than a month. They were introduced and demonstrated at Gimbel's, and backed by four newspaper advertisements. They are also on sale at Woolworth's, Kress's, and at Abraham & Straus (Brooklyn), in the New York area, and at leading department stores throughout the country. Dritz had a booth at the Women's International Exposition in New York City, the week of November 3, and this undoubtedly helped to start the ball rolling. As this is written, stores from

## RETAIL OUTLETS IN LOCAL MARKETS

... will be an important new feature in our forthcoming 19th annual *Survey of Buying Power*—the May 10th, 1948 issue of SALES MANAGEMENT.

This new section will list:

### Number of Retail Outlets in 13 Lines of Business—

1. In each state
2. In 594 U. S. Markets
3. In 185 Major U. S. Cities

This material will appear in the *Survey of Buying Power* through the cooperation of Life magazine, which commissioned Dun & Bradstreet to compile this nationwide enumeration of retail stores.

In defining retail establishments, only those whose major function was handling goods at retail were included. The classifications in the 1939 Census of Retail Trade were used to determine under which heading different types of outlets would be listed. Outlets engaged in more than one kind of retail business were classified according to their most important function only.

The 13 lines of retail trade tabulated for this study are:

Food	Automotive
General Stores (with food)	Filling Stations
General Merchandise	Lumber, Building
Apparel	Hardware
Shoes	Wine & Liquor
Furniture-Household-Radio	Drug
	Jewelry

Additional advance information on this new addition to the *Survey of Buying Power* may be obtained on request.

## *Sales* MANAGEMENT

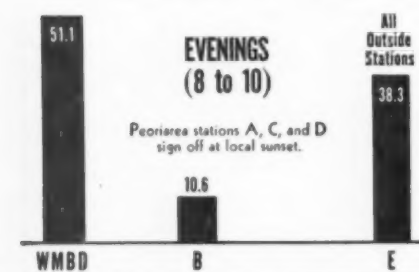
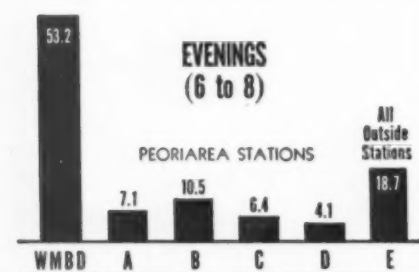
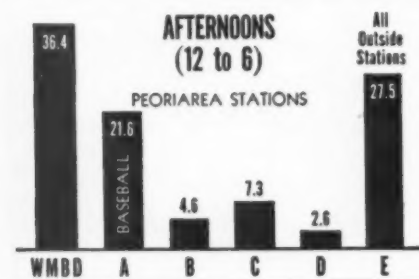
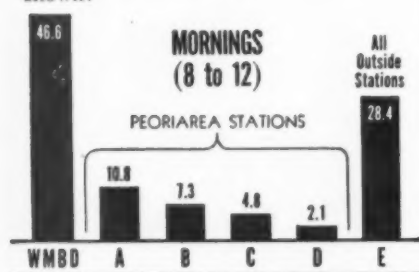
386 Fourth Avenue, New York 16, N. Y.

# WMBD

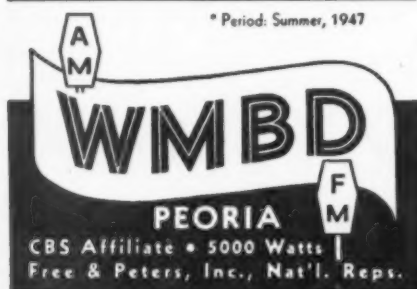
## dominates PEORIA AREA

### ... say the latest Hooperatings\*

Station Listening Index, showing each station's share of audience for the times shown:



\* Period: Summer, 1947



all over the country are reordering.

Though the Dritz kits have each answered long-felt needs, this does not account entirely for their ready acceptance. The method of merchandising them has also contributed to that acceptance.

Packages, for instance, are designed with the idea of helping the shopper to learn as much as possible about the products and to answer obvious questions, in the event that store sales personnel might be busy. Though the boxes are well designed and not "cluttered," there is quite a bit of copy on each, with emphasis on the "easy-to-use" characteristic. For example, the top of the Snappers Kit carries in large letters the words, "EASY TO ATTACH AT HOME," and in smaller letters, "Laundryproof," and "No Sewing. They go on in a Jiffy." There is also a list of garments and other articles (including slip covers and mattress covers) on which the snappers may be used. Then there are line drawings to show the elements of which the snappers are composed.

The list of applications is repeated on the two long ends of the package, and one also states that refills (extra snappers) may be purchased at notion counters. The instruction sheet inside the package illustrates articles on which the snappers might be used; shows the parts which make up the tool and the snappers; lists "what else you need"—pencil, crayon or chalk—to mark the point on the cloth where the snapper is to be attached; hammer; solid surface on which to work (The floor would serve.); straight pins. The inside spread of the instruction folder has 12 line drawings, showing each step of the use of the tools in applying the snappers.

#### Builds Repeat Sales

The same system is used in packaging the Nailhead Set. The box has a design made up of nailheads and contains useful information, with the words, "Easy to Attach at Home," in large letters, and lists of applications "on dresses, belts, handbags, handicrafts," etc. The instruction sheet differs from that for the Snappers, in that less space is given to show the parts of the tool and to directions for using it (since it is a relatively simple instrument). But a fairly large amount of space is given to diagrams of patterns for nailhead applications, for "shoulder interest," "high hat," "yoke trimming," "sweet-heart neckline," etc. There are also line drawings of suggestions for the use of this kind of trimming on gloves, fans, purses, headbands, etc.

The new Button-Maker Kit fol-

lows the same general lines, with the words, "Easily . . . In a Jiffy," appearing prominently on the box top, and with illustrations showing covered buttons. There are references to the "laundryproof" feature (since the button blanks are rustproof), and lists of fabrics with which buttons may be covered. The instruction sheet shows applications in small line drawings, one of them even depicting buttons on a tufted chair. Then there are the drawings of the parts of the tool, and the shank and cap which unite to form a button; drawings show the six successive steps in making a button. But something has been added to this instruction sheet. It also shows the other "professional aids for smart 'sew-at-homes'" Dritz has brought out—the snappers and nailheads, and the Conmar "all-purpose" zipper the firm also markets. (Its sales appeal lies in its "all-purpose" feature, which simplifies merchandising, inventory and marketing problems of stores.)

All Dritz items are sold directly to stores and through jobbers.

#### Merchandise Aids Furnished

The company furnishes a variety of merchandising aids. One is an easel-type, two-color display poster. Mats for newspaper advertising are supplied, but the company does not assume any expense for advertising space. In addition to the regular staff of salesmen, a specially trained group of women also visits the stores to show salespeople how to use the devices. This is important, since many women want to know, before buying, how to operate the tools. Except for test purposes, Dritz has not employed demonstrators, but several stores are doing this on their own. Kress's, on Fifth Avenue, New York City, has had a demonstrator near the entrance to the store since March 1946, handling only Dritz items. That store also devotes an entire window every now and then to the Dritz line.

There is no doubt that demonstrations boost sales to a marked degree, but Mr. Dritz claims that even without this the item is a profitable one to handle. Refill business is cumulative as more kits get into the hands of consumers. Refill volume is now at the proportion of four to a kit.

Though not one of the Dritz items is spectacular in itself, or, by strict definition, a household necessity, yet each fills a definite need. And, because the line lends itself to merchandising as a whole—both to the trade and to consumers—and because it can be profitably handled, it is enjoying the attention of nearly everyone interested in selling notions and needlework items.



**GIFT SALES PROMPTER**—Eight-color window unit was distributed to Underwood Portable Typewriter dealers in time for holiday shopping season. Three dimensional, it supports an Underwood Portable. Designer and producer: Carl Percy, Inc.



**DRAMATIC INTRODUCTION**—Window presentation of United States Rubber Company's "Air Ride" tire includes the actual product. Cloud-like prop further conveys the idea of riding on air. The Bryan-Elliott Co. cooperated on the design.

**INDUSTRIAL DISPLAY**—The new sign of the Allegheny Ludlum Steel Corp. is illuminated, animated and three-dimensional. Eye-catching feature is real water cascading down upon a bar of steel demonstrating product's resistance to rust, corrosion. Developed by production staff of MacArthur Advertising Co.

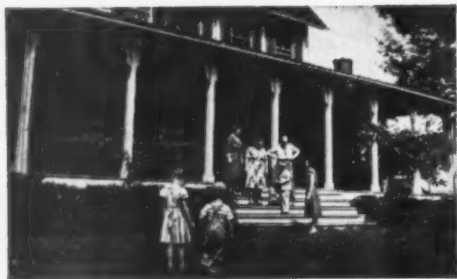
## DISPLAY ANGLES



**IMPULSE SALES BOOSTER**—The Soilax merchandiser is designed to save space on the grocer's counter. A special lock tuck bottom keeps the boxes of the product securely in place. Large maroon arrow draws attention to top package. Designed and made by The Ohio Boxboard Co.







**1. INTO THIS** 80-year-old house the Bishops moved in 1903. The place was bought "by word; no lawyer, no agent." The 5 children, all college graduates, were born here.



**2. "MR. TIM" AND "MIS' ETHEL."** He's been a Farm Bureau director for 20 years, member Interstate Milk Assn. for 27, active in the Soil Conservation District.



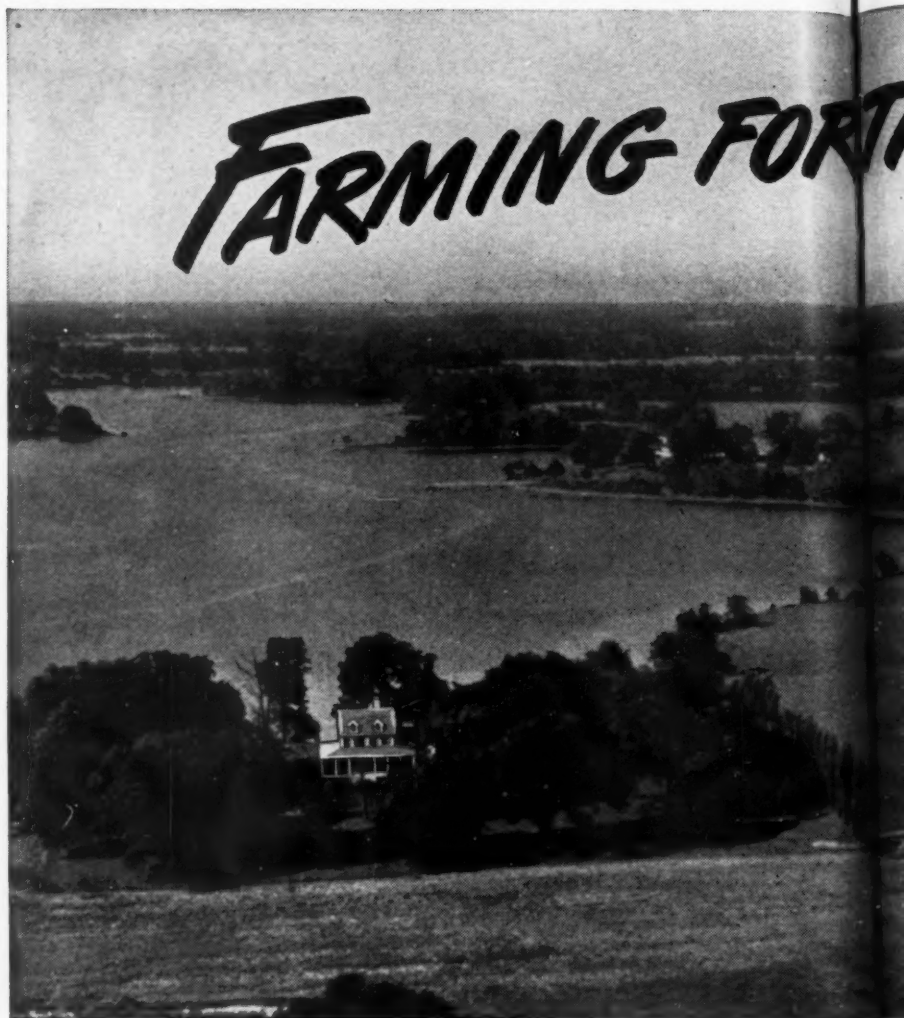
**3. A LOT OF EXTRA** leaves go in the table when the Bishop clan foregathers. A close-knit group, they are always making occasions for meeting at the old home on the Wye.



**4. BISHOPS OLD AND YOUNG** make good use of the tidal river in their back yard. A little farther offshore the crabbin' is mighty good, supplies a tasty meal for the taking.



**5. AS IN ALL** prosperous farm families, the Bishop women are style-conscious. Shopping trips to town, movies—and the pages of *C. G.*—keep them posted on the latest in clothes.



# FARMING FORT

**The Bishops make love of the land yield a perennial crop of deep-down satisfaction on Maryland's famed Eastern Shore**

**I**N the picturesque tidewater region lying between the Chesapeake and the sea, you'll find the Bishops—C. Tilghman ("Mr. Tim") and his wife, "Mis' Ethel."

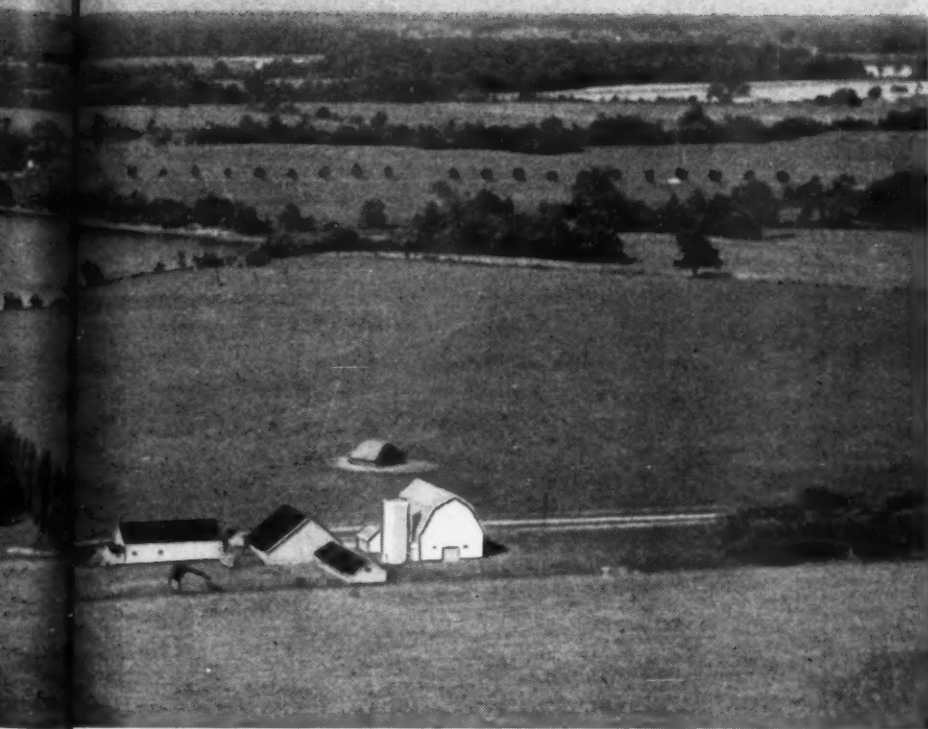
Their 500 acres of good Sassafras loam are waterbound on three sides. From front or back of their big, rambling house they look out on the gentle Wye. On the spacious, tree-studded, four-acre lawn a flock of sturdy grandchildren can often be seen and heard at play.

The Bishops are dirt farmers from away back; Bishops have been

## The best people in The

**turn to Country Gentleman for Better Farming,**

# THE GOOD LIFE



tilling Eastern Shore soil since 1634. The land is their living; from it, by hard work and applied intelligence, they have won a rich, abundant life. And, in the process, the deep respect and affection of a whole countryside.

The story of these good people is told in the January issue of Country Gentleman. It is the latest in a series about Country Gentleman families, designed to show how good farming can mean good and gracious living.

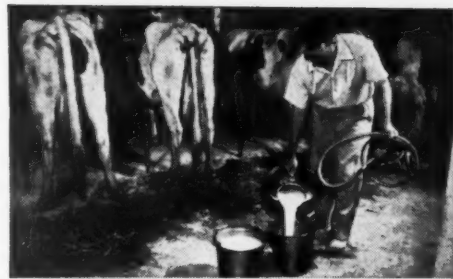
On these pages is a hint of the pleasure and inspiration 2,300,000 Country Gentleman subscribers are due to get in January. And your opportunity to glimpse a life that is typical of better farm families throughout America.

*Country*

Better Living



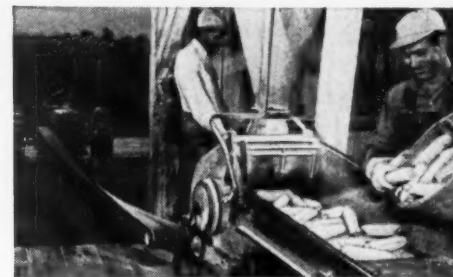
JANUARY 1, 1948



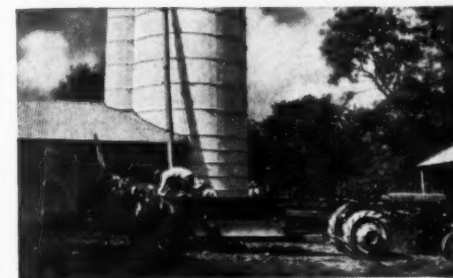
**6. DAIRYING** is a big Bishop interest, with Holsteins and Guernseys the favorite breeds. The farm is run on the 5-field rotation plan—2 in grass, 2 in wheat, 1 in corn.



**7. HAMS ARE A SPECIALTY** with the Bishops, who spare nothing to achieve the famed "Sho" flavor. Recipe for "Mis' Ethel's" sausage is in the January C.G.



**8. GOOD USE** is made of two tractors, a corn picker, electric milking machine, milk cooler, water heater. New shop equipment is planned for "Young Tim," who has a way with tools.



**9. POWER SAVES TIME** and labor in the house and on the farm, provides leisure which the Bishops instinctively use to enrich their own life and that of a widespread community.

## SOME GOOD COMPANY NEEDS —

- More than twenty intensive years in all phases of Major Appliance Selling—Sales Pro—Sales Training Advertising.
- A working Executive 44, capable of getting along with the boys and the customers—and who knows how to budget-plan-create and follow through an entire sales program.
- A nationally known sales speaker.
- A man whose family you'd like to meet and whose background and reputation will stand any investigation—who has excellent recommendations.
- The above in the \$15,000 bracket or a fair override basis where hard work and talent can make a good living.
- An interview where confidences may be exchanged.

Write Box 2504, Sales Management, 386 Fourth Ave., New York, N. Y.

## The SCHUYLER HOPPER Co.

"Ditch-Digging" Advertising—  
That Sells by Helping People Buy"

Here's a free booklet for advertisers who might be interested in all or any part of our services. Send for "How We Put 'Ditch-Digging' Advertising to Work."

How We Put  
"DITCH-DIGGING"  
ADVERTISING  
to Work



Published by  
THE SCHUYLER HOPPER CO.

The Schuyler Hopper Co. Phone: LExington 2-1790  
12 EAST 41ST STREET • NEW YORK 17, N. Y.

## Greatest Industrial Area on Earth!



Chicago Journal of Commerce

## TEST

## YOUR SALES APPLICANTS

A STANDARDIZED 2-HOUR SCREEN TEST Gives Reliable Data on 20 Aptitudes, Interests, and Personality Factors. 24-Hour Service—Send for Free Brochure.

PERSONNEL TESTING LABORATORIES  
20 East Jackson Blvd., Chicago 4, Ill.

## Ideas...

### you may have missed

For the convenience of readers here is a brief check list of worth-while booklets and catalogs described in recent issues, free to you while the supply lasts . . . To get yours write Advertisers Service Bureau, SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y. Order by number on company letterhead.

**1088.** Calling all people engaged in food distribution: if you are interested in the Portland, Oregon, market (and who isn't if they are *national*?), ask for the booklet, "How to Sell Food in the Big Oregon Market,"—with full details of the single-package \$298,568,000 market.

**1089.** Which is most important to you—spill-over or concentrated circulation? Important facts on the subject in "A Readership Study of 3 Typical Wisconsin Hometown Dailies," by Charles L. Allen, of Medill School of Journalism.

**1090.** Close to the cross-roads of America is Dayton, Ohio. For a picture of how the real America really lives, ask for, "What You Should Know About Dayton, Ohio." It shows what the people are thinking and what they are buying.

**1091.** Most of Thomas Benton's paintings have been macabre and depressing, but "Spring Tryout" is the happy exception. Einson-Freeman have reproduced this painting in 30½" by 24¼" size with loving care.

**1092.** For the third time since 1932 the firm of R. L. Polk & Company has surveyed the vast Spokane Inland Empire. The findings are now available in the "1947 Consumer Analysis of the Spokane Market."



**WELL DONE:** Harry G. Hoffman (right), of Hoffman & York, Inc., and president, Milwaukee Sales Managers' Association, pins a badge on Leslie A. Falk, Wisconsin Ice & Coal Co., general chairman of the association's sales clinic held December 4. The subject, "Better Selling Through Better Management," drew 538 sales executives.



# THE UNION WANTED THAT MONEY!



A certain public utility during the war years accumulated a surplus of \$50,000,000 to replace machines when those machines were again available.

But the union heard about this sum and decided that they ought to have more wages.

The union called a strike.

The company called us.

We applied all of our resources to solving the problem of developing better relations between the workers and the company.

(Sounds like a queer job for a research organization, doesn't it? But we do lots of queer-looking jobs!)

We discovered that 99.7 percent of the employees read the company magazine. The families of the employees read it. We found that these employees wanted to know more about the company's policies and about the top men who manage the company.

Gradually the company developed a better feeling among its employees. And the second time they asked for an increase in wages they accepted the terms of the company. There was no strike.

Do you have a problem in research? A conference costs nothing.

## NATIONAL ANALYSTS, Inc.

WASHINGTON      PHILADELPHIA      SAN FRANCISCO  
EXECUTIVE OFFICES   •   1425 CHESTNUT ST.   •   PHILADELPHIA 2, PA.

*A Complete Marketing and Research Organization with National Coverage*

# Media and Agency News

## NEWSPAPERS

"How to Get the American Travel Dollar" is the 30-page booklet just published by *The New York Times*. Addressed to foreign countries, resorts, hotels, travel agencies and others, it contains results of a research study made at the recent International Travel Exposition held in New York City.

Every second person interviewed plans a trip outside the United States. Among these prospective tourists, 38% plan trips of three weeks or longer; 55% plan to spend from \$500 to \$5,000 or more for vacation travel. This indicates, *The New York Times* notes, that many Americans will be able to visit nearly all parts of the world on their vacation trips.

Two maps in the booklet illustrate the American travel trend for the next several years. One map shows that in 1947-48 21% of the Americans planning to go abroad want to see Europe; 29%, Canada; 15% Central America; 9% South America. As better accommodations and lower prices are offered, this trend will change, the other map shows, to 44% for Europe; 5%, Canada; 7%, Central America; 19%, South America.

One section of the booklet tells, "How to advertise in the United States;" another shows the area in this country with the "biggest travel potential." *The New York Times* invites additional questions and offers: "Our experience and our records are available without obligation."

A complete program for the planning of St. Valentine's Day promotion by retail newspaper advertisers in the forthcoming Leap Year has been completed by the Retail Division, Bureau of Advertising, A. N. P. A. The program, titled "Let's Make St. Valentine's Day Do Some Overtime," has been mailed as part of the February issue of the "Retail Merchandising and Advertising Manual" to the 1,072 daily newspapers which comprise membership of the Bureau.

Starting with a planning meeting on January 19, this promotion schedule sets up a step-by-step plan for retailers and newspaper advertising departments to follow through to

their climax on February 14. The promotion outline also includes a study of a similar St. Valentine's Day campaign run last year by the *Capital Times* and *Wisconsin State Journal*, Madison, Wis., which resulted in an over-all lineage increase for these newspapers of 103.6% over the figures for the same period of 1946. The February Manual likewise contains the regular features of the Retail Division's monthly service. It is available to retailers only through member newspapers of the Bureau of Advertising.

The *New York Herald Tribune*, during the first 10 months of 1947, published its highest amount of national advertising lineage for that period in 18 years: 5,027,532 lines. . . . The John W. Cullen Co., publishers representative, announces a new campaign for the 49 newspapers of the Ohio Select List which have over 500,000 circulation and over 1,500,000 readers. Will, Inc., Cleveland, Ohio, is the agency. . . Paul C. Belknap and Raymond G. Holman are the new owners of the Moorhead News Co., publisher of the *Moorhead Daily News* and the *Fargo News*, a weekly newspaper. Mr. Holman is to be publisher and Mr. Belknap president of the corporation.

. . . Last December 4 the *New York World-Telegram's* 60-page issue carried the largest volume in 10 years: 100,257 lines of paid advertising.

## MAGAZINES

*The American Home* announces a helpful, new type of reader-service designed to be a complete homemaking index. It will enable readers to look up anything and everything (both editorial and advertising) that they have read in the magazine during the past year. Titled "The American Home-Maker's Guide for 1947," it will be bound into the January 1948 issue.

This special supplement is a complete How-to-do-it, What-to-do-with Guide, arranged alphabetically by subject matter and including all editorial service material and products advertised throughout the year. The advertising section of the index will give the issue and page number of every insertion; also mention the advertiser's literature. The guide is to be brought out periodically—annually or semi-annually—thereby guaranteeing longer life for every issue of the magazine.

The new feature is being promoted by newspaper advertising scheduled to break at the time of the January's sale date.

Winding up its 1947 merchandising program, *Esquire* unleashed a newspaper advertising campaign for its advertisers. On December 9, week of the upswing in Christmas buying, the magazine ran 1,200-line



COOK BOOKS—FREE: *Better Homes and Gardens* cook books were given away to lucky winners at the Tenth Annual Super Market Institute Convention, Chicago.

# MEN WHO KNOW THE NEW YORK MARKET BEST

## Prefer **GROCER-GRAPHIC**



**RUSSELL SOUVILLE**

New York District Manager

Borden Company, New York, New York

"I have a crew of 20 specialty salesmen covering the New York Metropolitan market, but because of the large number of outlets here, they can only do a high spot job.

"I use GROCER-GRAPHIC to supplement my direct sales operation and give me the wider coverage that I feel is necessary to sell this greatest of all food markets."

**LOU ROSSI**

1298 Second Avenue

New York, New York

"As president of the New York Retail Grocers Association, I understand the problems of the service grocer. I appreciate the service of getting GROCER-GRAPHIC every two weeks as my time is taken up in the store.

"GROCER-GRAPHIC keeps me up to date with its pictures and stories of my friends in the trade and its advertising is very informative in letting me know what's new."



**GROCER-GRAPHIC's** leadership can never be duplicated in New York's 2½ billion dollar grocery market by any *national* grocery trade publication, whether newspaper or magazine.



# GROCER-GRAPHIC



The Newspaper of the



New York Food Market

386 Fourth Ave., New York 16, N. Y.

**MID WEST**

333 N. Michigan Ave., Chicago 1, Ill.

**PACIFIC COAST**

Monadnock Bldg., San Francisco 5, Cal.



advertisements in 10 of the country's foremost retail lineage newspapers.

Each advertisement featured the name of each city, listed the merchandise of advertisers in *Esquire's* December and January issues, and slanted a selling message to Christmas shoppers urging them to buy *Esquire* advertised Christmas gifts.

Large department stores and men's stores in each of the 10 cities were tied in with an exclusive *Esquire*

merchandising promotion and featured *Esquire* displays and *Esquire*-advertised merchandise in store windows and in their own newspaper advertisements.

In addition, the magazine had exclusive Christmas promotions in 103 other cities where stores promoted merchandise advertised in the December and January issues.

## WHY THE MAGAZINE SECTION?

Jessie's Notebook (editorialized advertising at its best) reaches 14,750,000 homes each Wednesday night or Thursday morning through 68 top newspapers in 67 markets.

Why, then, is it advertised in the Magazine Section of Standard Rate & Data? The answer is simple; because it is more "national" than any National Magazine or Sunday Supplement. Jessie's Notebook furnishes the wide market coverage those publications fail to provide plus a penetration that can only be accomplished with tremendous circulation.

The unit cost is low enough to permit high frequency of insertion.

See the Jessie's Notebook listing in Standard Rate & Data (Newspaper Section) and then write, phone or wire for further details—they're wonderful.

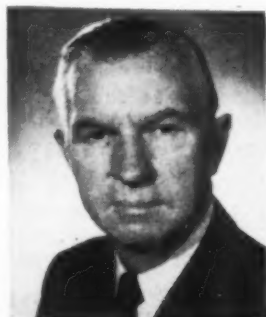
## DE BOTH FEATURES

420 Lex. Ave.  
New York 17, N. Y.  
Lexington 2-1434

605 No. Mich. Ave.  
Chicago 11, Ill.  
Superior 4369



Jessie Marie DeBoth



CARL DITTMAN promoted from eastern to national advertising manager of MacFadden's Men's Group.

Robert I. Black is appointed full-time representative of The National Association of Magazine Publishers, headquarters in Washington, D. C.

A group of leading magazine subscription agencies throughout the country have formed a new trade association to be known as the National Association of Subscription Agencies, Inc., with Harold Delaney as president. With offices established at 280 Madison Avenue, New York City, the new association estimates that the total annual retail volume of magazine subscriptions cleared through the facilities of its members is in excess of \$15,000,000. Members do not sell subscriptions to the pub-



HAROLD E. GRAY, with *Esquire* formerly, has been appointed national advertising director of Pic.

lic, but vend them to, or place them with, publishers on behalf of independent operators.

## TELEVISION

Television is rapidly becoming a major advertising medium, according to Geyer, Newell & Ganger, Inc., which has just completed a comprehensive analysis of the current and potential use of the medium for advertising in a second annual report on television.

"Each week that passes sees some new development and progress in television," the report declares. "This increased momentum may well catapult television into the field of truly national advertising far ahead of the time that any such development was expected."

Listing 29 makers of television sets, the study reports that 14 stations in nine cities are now televising programs, and 53 more stations in 28 cities are either under construction or are licensed to start building. New stations in 11 cities are scheduled to begin operation between the time the survey was made and today, the first of the year.

The number of advertisers using television commercially has increased from 42 to 127 since November, 1946, according to the report, and the number is growing monthly.



EDMUND S. LENNON elected vice-president of national radio sales, WATT, WATT-FM, also named television sales director, WATV.

SALES MANAGEMENT



## THE BILTMORE HOTEL

Los Angeles • California

Invites you to plan a WEEK-END in luxurious comfort any Friday, Saturday and Sunday. There's never a dull moment at the gay social rendezvous of the Southland. Only 5 minutes from Union Station in the heart of Los Angeles.



HOME OF  
THE  
World Famous  
**BILTMORE  
BOWL**

**1500 ROOMS • ALL WITH BATHS**  
Singles from \$5.50    Doubles from \$7.50



LEADER of Norwegian underground, and now Oslo representative for Dictaphone Corp., Max Manus is interviewed by Jinx Falkenberg of Hi-Jinx program, WNBC.

Television networks are expanding rapidly and less than 1,000 miles of co-axial cable remain to complete the coast to-coast line.

Dealing with costs, the study shows that, unlike radio, which involves only program and time costs, television involves program, transmitting time and studio rehearsal time costs. Various time costs are given for different types of programs.

"The major problem plaguing the advertiser in television is what to do about programs," the report says. "In many program categories costs run very high, in others union restrictions hamper production."

Included in the report is a table of television stations, licenses and applicants listing the city, sales rank, population, channels assigned, TV call letters, company and estimated completion date.

Geyer, Newell & Ganger, Inc., is currently handling sponsored programs on WCBS-TV and on the NBC television network.



CHARLES H. HOUSTON, new member of The Advertising Council's Public Advisory Committee.

#### AGENCIES

Sherman K. Ellis, former president of LaRoche & Ellis, Inc., and Sherman K. Ellis, Jr., have acquired an

interest in the Diorama Corporation of America. They are now directing sales and merchandising of the corporation's three-dimensional displays in the principal railway and airport terminals throughout the country. Edward H. Burdick, with whom they are associated, is the founder of the firm. He was director of the exhibits of the United States Government at the New York World's Fair and, more recently created designs for the Freedom Train now touring the country.



DR. JAMES H. BEALS BOGMAN  
elected vice-president of the Econometric Institute, New York City.

Wm. B. Remington, Inc., Springfield, Mass., advertising agency, has been purchased from the estate of the late Wm. B. Remington, founder and owner, by three of his associates. The new board consists of Sture B. Nelson, president; Herbert F. King, executive vice-president; Miss Elsie R. Strout, treasurer. . . . The Honig-Cooper Co. takes over the Leon Livingston Advertising Agency, San Francisco, Calif., January 1. Branch offices are maintained in Los Angeles, Calif., and in Seattle, Wash., with service facilities in New York City. The San Francisco headquarters are being expanded.



Where top flight sales and advertising executives come to select "Championship" sales stimulators.

1. Prizes For Sales Contests
2. Self Liquidating Premiums
3. Business Gifts
4. Advertising Specialties

**ROSS COLES & CO.**  
173 W. MADISON ST., CHICAGO 2

NEW JERSEY'S FOURTH LARGEST MARKET



So complete is The BAYONNE TIMES coverage that no outside newspapers can compete in this wealthy market. The TIMES daily reaches into 73% of Bayonne's homes—delivers 66% more copies in Bayonne than all other Hudson County and New York evening papers combined...92% Home Delivered.

**THE BAYONNE TIMES**

NATIONALLY REPRESENTED BY

**BOGNER & MARTIN**

295 MADISON AVE., NEW YORK • 228 N. LA SALLE ST., CHICAGO



Don't bolster your sales quota—Beat it! Use BSN where the cash customers are looking for you.

# First Quarter Dollar Volume Likely to Expand by 15-20%

**Future Sales Ratings—a popular pre-war SM feature—  
now revived on quarterly basis to forecast 97 industries.**

SALES MANAGEMENT restores herewith a new—and somewhat daring—service to its readers. Just as in the case of "High-Spot Cities," we are daring to predict the future. We know that it cannot be done with absolute accuracy; we believe it can be done with sufficient accuracy to make it a decidedly worth while working tool for SM readers.

Readers will recall SALES MANAGEMENT's Future Sales Ratings as a pre-war forecasting feature with a successful batting average of 77%. Perhaps we won't attain this average again. Our cherished objective, however, is to surpass it.

Statistics have their place. They tell what has happened in the past. Perhaps that trend of the past will be projected into the future—but perhaps the trend will be reversed.

## Plan on Prospects

We, as businessmen, are naturally more interested in what is going to happen tomorrow than in what happened yesterday. A common fault of advertising executives is to plan on the basis of *back* statistics, or *current* operations, instead of on *prospects*.

Nine out of 10 advertising and sales executives probably will continue to plan on the basis of *back* statistics. The tenth—looking ahead—will call a conference with Future Sales Ratings, and, SALES MANAGEMENT's editors believe, will steal a march on his competitors. The ratings are prepared under the supervision of Peter B. B. Andrews, who draws on the knowledge of more than 100 industry experts, covering each of the 97 categories.

Even a knowledge of what "general business" will be like in the future is not a thoroughly practical working tool, for so many businesses run counter to the general (or average) trend. Throughout the depression, for example, the sales of mechanical refrigerators increased. Even in comparatively poor years after that, scores of companies and more than a dozen industries set new all-time highs.

About the most valuable information which a sales or advertising executive

could have is this: A picture of the places and the people where employment and sales and earnings will increase more rapidly than is true of the Nation as a whole.

In this issue, and quarterly thereafter, SALES MANAGEMENT will attempt to supply at least part of this picture by focusing attention on the industries where chances of sales increases seem brightest. To some extent the breakdowns by industries will also be a breakdown by places. This will also be true of industries which are fairly well concentrated geographically as, for example, steel and iron, shipbuilding, textiles, automobiles, tires, etc.

We feel that every reader will find in the list at least one industry in which practical use can be made of sound trend information. Subscribers who are interested in selling to a variety of industries should find the feature of great value. For example, the manufacturer of boilers probably is doing business with—or would like to do business with—every industry represented in the compilation. The same might be said of almost every article used in inter-industry selling.

Subscribers who are in the office equipment business have all industries on their prospect list. So do printers, lithographers, and most sellers of advertising space or radio.

The rankings of these industries as to size was in itself a massive undertaking, requiring the searching of the records of the Department of Commerce, the Bureau of the Census, the War Production Board, and the Civilian Production Administration. In many instances, it was necessary to make partial estimates to bring the figures up to date, particularly in those cases where only the Census of Manufactures for 1939 was available.

Some great industries have no "sales" figures as such, and in these situations operating revenues were taken, as in the instances of banking and railroads. In an effort to give comprehensive coverage to our readers, we inevitably have some overlapping of industries; thus, Personal Care, a \$2,000,000,000 industry, em-

braces Cosmetics, an industry in the \$700,000,000 class, and Toothpaste & Mouthwashes, a \$300,000,000 industry, as well as soap, a \$1,000,000,000 industry.

Medical Care, a \$6,000,000,000 industry, gives a coverage of physicians and dentists—a \$3,000,000,000 industry—and, among others Drugs & Medicines, a \$2,000,000,000 industry. The category Farming, biggest single industry listed, covers the huge \$25,000,000,000 aggregate intake from farm marketings; purchasing from this income embraces a major portion of all the categories listed, with, of course, particular emphasis on farm machinery and related items. Accordingly, the sales shown of all these industries cannot be added and indicated as gross national sales because of this fundamental overlapping factor, as well as the fact that some figures represent revenue data, rather than sales.

## Keys to Groupings

The giants of industry are easily selected through the rating key shown. Thus, such gigantic enterprises as Farming, Chemicals, Department Stores, Exports, Groceries, Restaurants & Bars, Steel & Iron, and Travel & Vacations, may be found in the (A) classification, signifying annual sales of \$10,000,000,000, or over.

In the (B) classification, signifying annual sales of \$7,000,000,000 to \$10,000,000,000, may be found some more huge industries, such as Automobiles, Building, Clothing, Industrial Machinery, and Railroad Revenues.

The \$4,000,000,000 to \$7,000,000,000 group includes such industries as Electrical Equipment, Gas & Oil, House Furnishings, Household Products, Insurance, Liquor, Meats, Medical Care, Metals, Paper, Printing & Publishing, Residential Building and Electric Utilities.

Another great group is to be found in the \$2,000,000,000 to \$4,000,000,000 category, including Advertising, Baking, Cotton Textiles, Cigarettes, Dairy Products, Drugs & Medicines, Personal Care, Railroad Equipment, Shoes, Rubber Products, Trucks, and Telephones.

There have been periods in our history when a billion-dollar sales for an industry was viewed with awe.



# FUTURE SALES RATINGS

## Key to Relative Size Rating

- A—Ten Billion Dollars and Over  
 B—Seven Billion to Ten Billion Dollars  
 C—Four Billion to Seven Billion Dollars  
 D—Two Billion to Four Billion Dollars  
 E—One Billion to Two Billion Dollars  
 F—One-Half Billion to One Billion Dollars  
 G—Under a Half-Billion Dollars

## Key to Relative Sales Prospect Rating

- ★★★★★—Best Relative Outlook  
 ★★★★★—Very Good Relative Outlook  
 ★★★—Good (Medium) Relative Outlook  
 ★★—Fair Relative Outlook  
 ★—Least Impressive Relative Outlook

Median Sales Prospect (★★★) Represents a 15 to 20% Increase for the First Quarter and a 5 to 10% Increase for the Full Year.

	Relative Size Rating (See Above Key)	Sales Prospect Rating for First Quarter (See Above Key)	Sales Prospect Rating for Full Year 1948 (See Above Key)		Relative Size Rating (See Above Key)	Sales Prospect Rating for First Quarter (See Above Key)	Sales Prospect Rating for Full Year 1948 (See Above Key)
Advertising	D	★★★	★★★★★	Machine Tools	G	★	★★★
Air Conditioning	F	★★★★★	★★★★★	Machinery (Agric.)	E	★★★★★	★★★★★
Air Transportation	F	★★★★★	★★★★★	Machinery (Ind'l.)	B	★★★★★	★★★★★
Aircraft Sales	F	★★★	★★★	Meats	C	★	★
Auto Sales (New)	B	★★★★★	★★★★★	Medical Care	C	★★	★
Auto Sales (Used)	E	★★★	★★	Metal Containers	F	★★★★★	★★★
Auto Tires	E	★★	★	Metals (Non-Ferrous)	C	★★★★★	★★★
Baking	D	★	★	Motion Pictures	E	★	★
Banks (Revenues)	E	★★	★	Musical Instruments	G	★★★	★★★
Beer	F	★	★	Office Equipment	F	★★★★★	★★★★★
Building (Heavy)	B	★★★★★	★★★★★	Oil Burners	G	★★★★★	★★★★★
Building (Residential)	C	★★★★★	★★★★★	Oil (Cooking)	E	★	★
Candy & Chewing Gum	E	★★	★	Paint	E	★★★★★	★★★★★
Canned Fruits & Veg.	E	★	★	Paper & Products	C	★★★	★★★
Cereals	G	★	★	Personal Care	D	★★★	★★★
Chemicals	A	★★★★★	★★★★★	Photographic Supplies	G	★★★★★	★★★
Cigarettes	D	★	★	Physicians & Dentists	F	★★★	★★★
Cigars	G	★	★	Plastics	F	★★★★★	★★★
Clothing (Men's, Women's & Children's)	B	★★	★	Printing & Publishing Eq.	F	★★★★★	★★★★★
Coal (Anthracite)	F	★★	★	Radios	E	★★	★
Coal (Bituminous)	D	★★★★★	★★★★★	Railroad Equipment	D	★★★★★	★★★★★
Cosmetics	F	★★	★★	Railroads	B	★	★
Cotton Textiles	D	★	★	Refrigerators	F	★★★★★	★★★★★
Dairy Products	D	★	★	Restaurants & Bars	A	★	★
Department Stores	A	★★	★★	Rubber Products	D	★★★	★★★
Diesel Engines	G	★★★★★	★★★★★	Security Financing	F	★★	★
Drugs & Medicines	D	★★	★	Shipbuilding	G	★★	★★
Education	F	★★	★	Shoes	D	★	★
Electrical Equipment (Heavy)	C	★★★★★	★★★★★	Silk Textiles	G	★	★
Electrical Equipment (Light)	E	★★★★★	★★★	Soap	E	★★★	★★★
Exports	A	★★★★★	★★★★★	Soft Drinks	E	★★	★★
Farming	A	★★★	★★★	Sporting Goods	F	★★★★★	★★★
Flour	E	★	★	Steel & Iron	A	★★★★★	★★★★★
Furs	G	★	★	Sugar	E	★★	★
Gasoline & Oil	C	★★	★★	Surgical Equipment	G	★★★★★	★★★★★
Glass & Materials	E	★★★★★	★★★★★	Synthetic Textiles (Rayon, Nylon, etc.)	E	★★★★★	★★★★★
Groceries	A	★	★	Television	G	★★★★★	★★★★★
Hardware	E	★★★★★	★★★★★	Toothpaste & Mouthwashes	G	★★★	★★★
Hotels	E	★★	★★	Toys & Games	G	★★★★★	★★★
House Furnishings, (Floor Coverings, Furniture, Beds, etc.)	C	★★★★★	★★★★★	Trailers (Auto)	G	★★★★★	★★★★★
Household Products (Misc.)	C	★★★★★	★★★★★	Travel & Vacations	A	★★★★★	★★★★★
Imports	C	★★★★★	★★★★★	Travel (Sea)	E	★★★★★	★★★★★
Instalment Financing	C	★★★★★	★★★★★	Trucks	D	★★★	★
Insurance	C	★★	★	Utilities (Electric)	C	★★★	★★★
Jewelry & Watches	E	★	★	Utilities (Gas)	E	★	★
Laundries	F	★	★	Utilities (Telegraph)	G	★	★
Liquor (Alcoholic)	C	★★	★	Utilities (Telephone)	D	★	★★
Luggage	G	★	★	Vacuum Cleaners	G	★★★★★	★★★★★
				Washers (Household)	G	★★★★★	★★★★★

Note: Future Sales Ratings are specially copyrighted by SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y. Reprints of this feature are available at 10 cents each, minimum order \$1.00.

It is now a commonplace; that is, the number of industries in the \$1,000,000,000 to \$2,000,000,000 category: Used Car Sales, Auto Tires, Bank Revenues, Candy & Chewing Gum, Canned Fruits, Light Electrical Equipment, Flour, Hardware, Hotels, Jewelry & Watches, Agricultural Machinery, Motion Pictures, Paint, Radios, Soap, Sugar, Soft Drinks, Synthetic Textiles, Sea Travel, and Gas Utilities.

A half billion to a billion dollars also is a lot of money, and these industries can boast such annual sales: Aircraft Sales, Air Conditioning, Air Transportation, Anthracite, Beer, Coal, Cosmetics, Education, Laundries, Photographic Supplies, Plastics, Metal Containers, Office Equipment, Refrigerators, and Sporting Goods.

Definitely not "hay," too, is the under-a-half-billion category, including such enterprises as Cigars, Cereals, Diesel Engines, Furs, Luggage, Machine Tools, Musical Instruments, Oil Burners, Cooking Oil, Shipbuilding, Silk Textiles, Stationery, Surgical Equipment, Television, Toothpaste & Mouthwashes, Toys & Games, Auto Trailers, Telegraph, Vacuum Cleaners, and Washing Machines.

Important to observe, in using Future Sales Ratings, is the estimate of

the median increase in sales of all industries. Thus, the median increase, over-all, in dollar sales of all industries, is expected to be 15 to 20% for the first quarter and 5 to 10% for the full year 1948. Accordingly, to compute the prospect for an industry, the reader works from the base of the median increase, or the \*\*\* rating.

#### Cues for Trend Watchers

In other words, if the industry is rated \*\*\*\*, its prospects are considered to be better than a potential sales increase of 15 to 20%, and even in greater degree if the industry is rated \*\*\*\*\*. Conversely, if the industry is rated less than \*\*\*, its sales are likely to show a smaller increase in the case of the \*\* rating, or a minor increase (or even a decrease) in the case of the \* rating.

Combining the Sales Prospect Rating with the Industry Size Rating, the sales manager, advertising manager, merchandiser, promoter, economist, trend watcher, and long-range forecaster can thus obtain a ready estimate of the dollar volumes involved of any industry. The user of Future Sales Ratings must not be too greatly influenced by the size of an industry, for a large industry often may have a poor sales outlook as

compared with a small, virile, growing industry, resulting actually in the larger industry being a poorer sales prospect than the smaller.

It goes without saying that SALES MANAGEMENT is publishing—in so intricate an undertaking—data based only on the soundest procedure available. We have placed Future Sales Ratings under the direction of Peter B. B. Andrews, former Industrial Economic Advisor, War Production Board, Washington, D. C. The original ratings are threshed and sifted thoroughly by Mr. Andrews and then put through the acid test by a Board of Editors numbering over 100 and including editors of leading business magazines and papers, editors of statistical services, a wide range of economists, trade association statisticians, advertising agency research men, industrial analysts, including many men who served on the War Production Board, and market research men. The ratings are analyzed by this jury of competent authorities, and the editing and judgment of these men are consolidated and weighed carefully by Mr. Andrews. The final rating, therefore, are based on the beliefs of some of the country's finest minds.

The tabulations by each industry, with explanatory keys are on page 99.



IT'S A SALES EXECUTIVE'S OFFICE: This is the office (above) of Raymond F. Kiltbau, Atlantic Coast sales representative, Preston Shaffer Milling Co., in the Produce Exchange Bldg., New York City. To the right is the office before Mr. Kiltbau turned his decorator loose with a blanket order to "do the old place over."



# HERE'S THE New Look AT NORTHEASTERN OHIO

Styles change with the years. And so does radio coverage of your markets.

Here, in Northeastern Ohio, with new power . . . 50,000 watts . . . beamed to blanket three important marketing areas, Radio Station WGAR now reaches an audience of more than *two and one-quarter million* listeners, representing 40% of Ohio's buying income.

Here, with more than *three billion* dollars to spend, is a market you want to reach with stepped-up, pepped-up selling . . . the kind of selling for which you'll pick WGAR as you take a *new look* at Northeastern Ohio.



# WGAR

## 50,000 WATTS

CLEVELAND

MOST POWERFUL

SIGNAL OF ANY CLEVELAND STATION in Cleveland... in Akron... in Canton

Represented Nationally by EDWARD PETRY & COMPANY



# HIGH SPOT CITIES

## Retail Sales and Services Forecast for January, 1948

Higher prices are bringing about further gains in dollar volume, but as pointed out in Significant Trends this issue, let's not kid ourselves. Unit output is down in most categories, and that is a reason for great concern. Dollar volume this month will be 160.5% greater than the corresponding 1939 month.

A peace-time city, San Jose, now shows the greatest gain, and several others which were not centers of war production, are edging up. San Diego and Wichita, two cities which had a terrific war-time expansion, are still well up toward the top. The 15 leaders in City-Index are: San Jose, Calif., 437.5; San Diego, Calif., 422.0; Wichita, Kan., 421.8; South Bend, Ind., 415.3; Tucson, Ariz., 412.5; Fresno, Calif., 412.3; Topeka, Kan., 410.0; Miami, Fla., 375.2; San Bernardino, Calif., 372.4; Albuquerque, N. Mex., 370.2; Phoenix, Ariz., 370.0; Spartanburg, S. C., 370.0; Springfield, Mo., 365.3; Oakland, Calif. 364.5; Sioux City, Iowa, 364.0.



**Sales Management's Research and Statistical Department** has maintained for several years a running chart of the business progress of approximately 200 of the leading market centers of the country. Some important cities are omitted because

month-to-month data on their bank debits are not available. These bank debits reflect 95% of all commercial activities, are the most reliable indicators of economic trends, and are used as a basic factor in SM's estimating.

The estimates cover the expected dollar figure for all retail activity, which includes not only retail store sales as defined by the Bureau of the Census, but also receipts from business service establishments, amusements and hotels. These last three items are forms of retail expenditure which belong in the grand total since they are just as much examples of retail expenditure as the purchase of coffee in a food store or apparel in a clothing store.

**Two index figures are given**, the first called, "City Index." This shows the ratio between the sales volume for this year's month and the comparable 1939 month. A figure of 175.0, for example, means that total retail sales and services in the city for the month indicated will show a probable increase of 75% over the similar 1939 month. . . . The second column, "City-National Index," relates that city to the total probable national change for the same period. A city may have a sizable gain over its own past, but the rate of gain may be less than that of the Nation. All

figures in the second column above 100, indicate cities where the change is more favorable than that for the U.S.A. The City-National figure is derived by dividing the index figure of the city by that of the nation. The third column, "\$ Millions" gives the total amount of retail sales and services estimate for the same month as is used in the index columns. Like all estimates of what will happen in the future, both the index and the dollar figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Of greater importance than the precise index of dollar figures is the general ranking of the city, either as to percentage gain or total size of market as compared with other cities.

In studying these tables three primary points should be kept in mind.

**1. How does the city stand in relation to its 1939 month?** If the "City Index" is above 100, it is doing more business than in 1939. This is currently true of all 200 cities.

**2. How does the city stand in relation to the Nation?** If the "City-National Index" is above 100 it means that the city's retail activity is more favorable than that of the Nation as a whole.

**3. How big a market is it?** The dollar volume reflects quantity of expenditures for sales and services. In the tables readers will find many medium-size cities with big percentage gains but small dollar expenditures, many big cities with small percentage gains but big dollar expenditures.

(These exclusive estimates of retail sales and services are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from Sales Management.)

☆ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1939 which equals or exceeds the national change.

RETAIL SALES AND SERVICE  
(SM Forecast for January, 1948)

City City \$  
Index Nat'l Millions

### UNITED STATES

260.5 100.0 10,000.00

### Alabama

☆ Birmingham ..... 312.1 119.9 28.75  
☆ Mobile ..... 305.6 117.4 8.55  
☆ Montgomery ..... 282.2 108.3 6.50

### Arizona

☆ Tucson ..... 412.5 158.5 8.00  
☆ Phoenix ..... 370.0 142.1 17.15

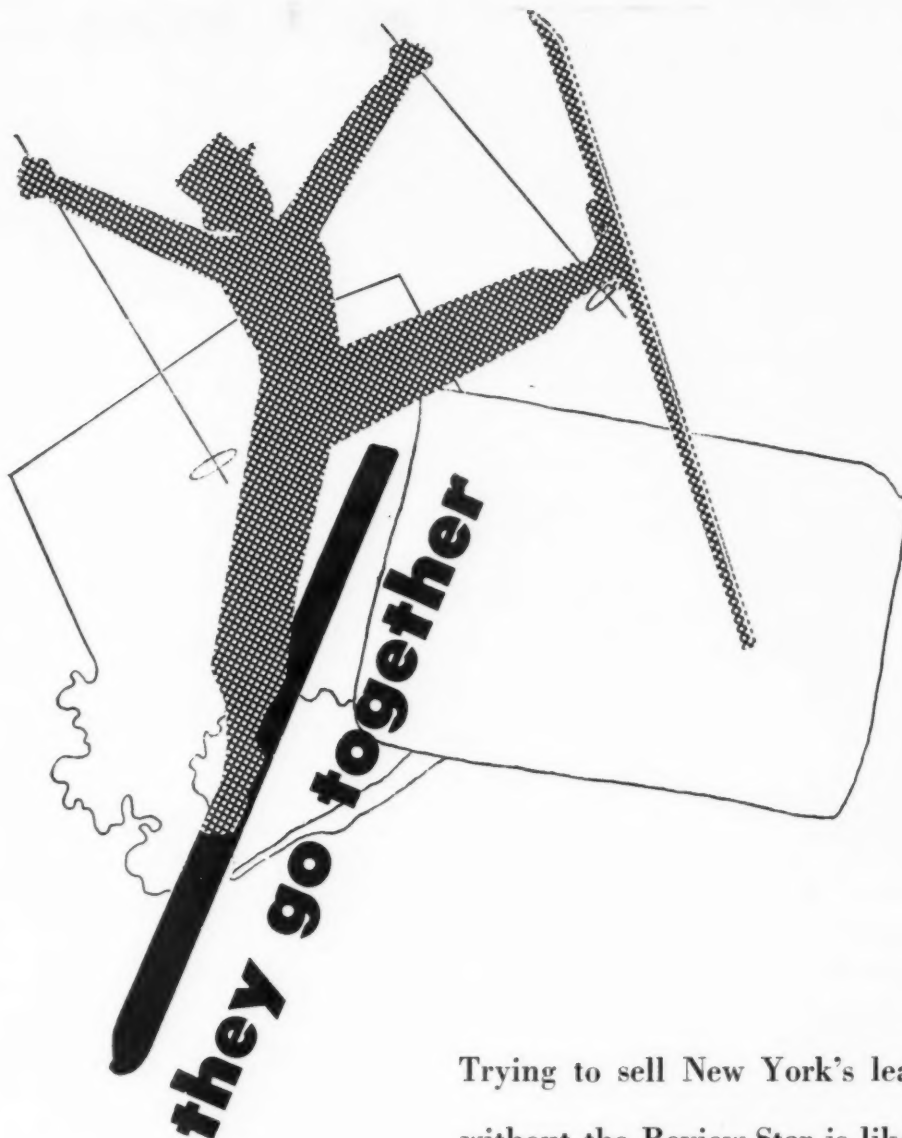
SALES MANAGEMENT

### Suggested Uses for This Index

(a) Special advertising and promotion drives in spot cities. (b) A guide for your branch and district managers. (c) Revising sales quotas. (d) Basis of letters for stimulating salesmen and forestalling their alibis. (e) Checking actual performance against potentials. (f) Determining where drives should be localized.

### As a special Service

this magazine will mail 10 days in advance of publication, a mimeographed list giving estimates of Retail Sales and Services volumes and percentages for approximately 200 cities. The price is \$1.00 per year.



Leading N. Y. State's High-Spot Cities is a habit with Hempstead Town. In January, twentieth consecutive month in the lead, retail sales forecast is 205.5% above January 1939, 17.3% above national gain for same period. Volume for January, \$28,170,000.

Trying to sell New York's leading High-Spot City without the Review-Star is like a pair of skis going separate ways. Result-conscious retailers, department stores, financial advertisers—who register their satisfaction in lineage—emphasize (in Media Records) that the Review-Star is *indispensable* in this market.



THEY GO TOGETHER

JANUARY 1, 1948

## Nassau Daily Review-Star

HEMPSTEAD TOWN, LONG ISLAND, N. Y.

Six days a week, 5c a copy • Executive Offices, Rockville Centre, N. Y.

Represented nationally by Lorenzen and Thompson, Inc.

New York • Chicago • St. Louis • San Francisco • Los Angeles

Detroit • Cincinnati • Kansas City • Atlanta

## GLOBE-TIMES SETS AD RECORD!

Over one million lines of national advertising appeared in the Bethlehem Globe-Times during 1947! But that's not all the good news—

## BETHLEHEM SETS GROWTH RECORD!

A report by Business Week Magazine shows that Bethlehem, Pa., has chalked up the second largest percentage of population growth of any city in the Middle Atlantic area! Here's another good reason for advertising in the Globe-Times — the newspaper with the largest evening circulation in Pennsylvania's 3rd largest market (Bethlehem-Allentown).

## THE BETHLEHEM GLOBE-TIMES

Represented nationally by De Lissar, Inc.

## STRIKE IT RICH!

Thar's gold in this here market! Busy Woonsocket—where the average family's income was \$4,259—17% above the national average! (Source: S. M. Survey)

You're prospecting for a sure thing when you tell your sales story in the Woonsocket Call — the one paper with 99.6% coverage.

# WOONSOCKET



Covering  
Rhode  
Island's  
PLUS  
MARKET

Representatives:  
Gilman, Nicoll & Ruthman

## HIGH SPOT CITIES

(Continued from page 102)

RETAIL SALES AND SERVICES  
(SM Forecast for January, 1948)

City City \$  
Index Nat'l Millions

### Arkansas

☆ Fort Smith	294.2	113.1	2.42
Little Rock	256.7	98.2	10.25

### California

☆ San Jose	437.5	168.0	17.50
☆ San Diego	422.0	162.0	40.05
☆ Fresno	412.3	158.4	17.25
☆ San Bernardino	372.4	143.1	7.95
☆ Oakland	364.5	140.0	57.00
☆ Long Beach	354.3	136.0	31.25
☆ Pasadena	348.0	133.7	16.34
☆ Berkeley	347.7	133.5	10.75
☆ Stockton	313.6	120.5	11.23
☆ Los Angeles	305.4	117.4	215.00
☆ Santa Barbara	265.5	102.0	6.08
☆ Sacramento	261.3	100.5	16.00
San Francisco	246.0	95.2	95.00

### Colorado

☆ Denver	282.5	108.5	43.90
☆ Colorado Springs	273.7	105.2	5.60
☆ Pueblo	268.6	103.3	5.25

### Connecticut

☆ Stamford	279.2	107.3	8.00
☆ Bridgeport	267.5	102.7	16.75
☆ Hartford	260.5	100.0	25.00
☆ New Haven	253.6	98.2	18.62
Waterbury	235.3	91.1	9.37

### Delaware

Wilmington	243.7	94.3	15.85
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### District of Columbia

Washington	252.0	97.0	83.50
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### Florida

☆ Miami	375.2	144.0	27.50
☆ Pensacola	342.3	131.4	4.05
☆ Tampa	335.0	128.6	12.65
☆ Jacksonville	297.0	114.1	19.25
☆ St. Petersburg	280.4	107.7	8.40
☆ Orlando	275.1	105.6	6.15

### Georgia

☆ Columbus	355.4	136.4	7.15
☆ Macon	341.6	131.2	6.20
☆ Atlanta	334.5	128.4	40.00
☆ Albany	300.0	115.2	3.05
☆ Savannah	278.7	107.0	9.31
☆ Augusta	263.3	101.1	5.58

### Hawaii

☆ Honolulu	330.0	126.7	42.65
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### Idaho

☆ Boise	321.0	123.3	4.70
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### Illinois

☆ Rockford	336.3	129.1	11.85
☆ Peoria	288.2	110.7	15.15
☆ East St. Louis	280.8	107.8	6.83
Moline-Rock Island-			
E. Moline	258.4	99.2	8.72
Springfield	245.2	94.1	9.25
Chicago	244.6	93.9	350.00

RETAIL SALES AND SERVICES  
(SM Forecast for January, 1948)

City City \$  
Index Nat'l Millions

### Indiana

☆ South Bend	415.3	159.4	14.55
☆ Fort Wayne	330.0	126.7	15.67
☆ Gary	315.0	120.9	13.75
☆ Evansville	291.4	111.9	14.50
☆ Indianapolis	280.1	107.5	49.50
Terre Haute	245.2	94.2	7.83

### Iowa

☆ Sioux City	364.0	139.7	10.25
☆ Des Moines	278.0	106.7	18.30
☆ Cedar Rapids	277.2	106.4	7.64
☆ Davenport	274.5	105.4	7.91

### Kansas

☆ Wichita	421.8	161.9	11.75
☆ Topeka	410.0	157.4	21.00
☆ Kansas City	322.5	123.8	9.35

### Kentucky

☆ Louisville	271.0	104.0	26.00
☆ Lexington	262.1	100.6	8.57

### Louisiana

New Orleans	244.6	93.9	45.50
Shreveport	242.5	93.1	13.45

### Maine

☆ Lewiston-Auburn	290.3	111.4	5.90
☆ Bangor	274.2	105.3	4.47
☆ Portland	260.5	100.0	10.15

### Maryland

☆ Baltimore	270.0	103.6	101.50
Cumberland	255.3	98.1	5.35

### Massachusetts

☆ Holyoke	267.1	102.5	5.75
☆ Fall River	263.5	101.2	9.50
☆ New Bedford	261.3	100.3	9.25
☆ Springfield	250.0	96.0	18.45
Worcester	249.6	95.8	20.00
Boston	207.0	79.5	98.50
Lowell	202.5	77.7	8.28

### Michigan

☆ Lansing	332.3	127.6	12.00
☆ Jackson	322.4	123.8	7.50
☆ Battle Creek	301.1	115.6	6.50
☆ Detroit	285.0	109.4	185.00
☆ Flint	281.8	108.2	17.42
☆ Grand Rapids	276.9	106.3	19.83
☆ Kalamazoo	275.2	105.6	8.92
☆ Saginaw	270.2	103.7	7.05
☆ Bay City	242.5	93.1	5.08
Muskegon	233.3	89.6	5.25

### Minnesota

☆ Minneapolis	283.5	108.8	64.36
☆ St. Paul	260.2	99.9	38.65
Duluth	235.0	90.2	11.41

### Mississippi

☆ Jackson	335.0	128.6	7.72
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### Missouri

☆ Springfield	365.3	140.2	6.58
☆ St. Joseph	320.0	122.8	6.25
☆ Kansas City	292.5	112.3	45.00
☆ St. Louis	240.4	92.3	57.22

### Montana

☆ Billings	300.0	115.2	4.44
☆ Great Falls	296.4	113.8	5.00

### Nebraska

☆ Omaha	312.3	119.9	26.10
☆ Lincoln	243.2	93.4	9.00

SALES MANAGEMENT



# HIGH SPOT CITIES

(Continued from page 104)

RETAIL SALES AND SERVICES  
(SM Forecast for January, 1948)

City City \$  
Index Nat'l Millions

## Nevada

☆ Reno ..... 328.4 126.1 6.25

## New Hampshire

Manchester ..... 250.1 96.0 7.03

## New Jersey

☆ Paterson ..... 292.5 112.3 18.75  
☆ Elizabeth ..... 282.4 108.4 11.78  
☆ Newark ..... 276.5 106.1 63.37  
☆ Passaic ..... 268.4 103.0 11.15  
Camden ..... 234.3 89.9 12.65  
Trenton ..... 227.6 87.4 16.50  
Jersey City—  
Hoboken ..... 185.0 71.0 23.91

## New Mexico

☆ Albuquerque ..... 370.2 142.1 6.95

## New York

☆ Hempstead Town-  
ship ..... 305.5 117.3 28.17  
☆ Binghamton ..... 268.7 103.1 8.36  
☆ Jamestown ..... 260.7 100.1 4.52  
☆ Niagara Falls ..... 260.0 99.8 6.42  
Troy ..... 258.4 99.2 6.33  
Syracuse ..... 253.8 97.4 19.65  
Schenectady ..... 250.3 96.1 8.65  
Elmira ..... 238.3 103.0 5.40  
Albany ..... 237.5 91.2 14.00  
Buffalo ..... 237.0 91.0 50.00  
Rochester ..... 233.6 89.7 32.77  
New York ..... 225.2 86.4 625.00  
Utica ..... 217.2 83.4 8.25

## North Carolina

☆ Durham ..... 323.6 124.2 7.00  
☆ Winston-Salem ..... 320.9 123.2 7.65  
☆ Asheville ..... 315.3 121.0 6.50  
☆ Charlotte ..... 306.4 117.6 13.25  
☆ Greensboro ..... 304.8 117.0 7.40  
Raleigh ..... 235.0 90.2 5.00

## North Dakota

☆ Grand Forks ..... 340.7 130.8 3.30  
☆ Fargo ..... 301.1 115.6 4.45

## Ohio

☆ Akron ..... 322.0 123.6 29.63  
☆ Dayton ..... 321.7 123.5 26.25  
☆ Warren ..... 320.0 122.8 5.20  
☆ Toledo ..... 282.4 108.4 33.27  
☆ Cleveland ..... 275.5 105.8 97.50  
☆ Youngstown ..... 269.7 103.5 17.50  
☆ Canton ..... 266.5 102.3 12.65  
☆ Zanesville ..... 265.2 101.8 4.52  
Cincinnati ..... 252.6 97.0 51.64  
Columbus ..... 250.0 96.0 35.00  
Springfield ..... 236.3 90.7 5.85  
Steubenville ..... 211.0 81.0 4.50

JANUARY 1, 1948

RETAIL SALES AND SERVICES  
(SM Forecast for January, 1948)

City City \$  
Index Nat'l Millions

## Oklahoma

Tulsa ..... 255.5 98.1 16.00  
Muskogee ..... 254.4 97.7 3.20  
Oklahoma City ..... 246.7 94.7 23.35

## Oregon

☆ Salem ..... 316.5 121.5 5.36  
☆ Portland ..... 302.7 116.2 50.00

## Pennsylvania

☆ York ..... 289.0 110.9 7.12  
☆ Erie ..... 282.0 108.3 12.06  
☆ Chester ..... 261.4 100.3 7.63  
Altoona ..... 246.3 94.5 7.25  
Norristown ..... 245.0 94.0 3.75  
Scranton ..... 201.1 77.2 11.82  
Wilkes-Barre ..... 244.1 93.7 9.38  
Johnstown ..... 241.0 92.5 8.23  
Lancaster ..... 239.3 91.9 8.07  
Pittsburgh ..... 237.2 91.1 75.00  
Bethlehem ..... 235.0 90.4 5.42  
Philadelphia ..... 230.5 88.5 168.50  
Williamsport ..... 227.5 87.3 4.75  
Harrisburg ..... 224.7 86.3 11.45  
Reading ..... 215.0 82.5 11.15

## Rhode Island

Woonsocket ..... 254.0 97.5 4.43  
Providence ..... 245.3 94.2 30.50

## South Carolina

☆ Spartanburg ..... 370.0 142.0 6.00  
☆ Greenville ..... 338.5 129.9 6.85  
☆ Columbia ..... 289.0 110.9 8.16  
☆ Charleston ..... 272.7 104.7 8.30

## South Dakota

☆ Aberdeen ..... 360.5 138.4 2.71  
☆ Sioux Falls ..... 345.2 132.5 5.83

## Tennessee

☆ Knoxville ..... 351.3 134.9 15.00  
☆ Nashville ..... 310.2 119.1 18.25  
☆ Memphis ..... 300.0 115.2 32.50  
☆ Chattanooga ..... 271.5 104.2 12.93

## Texas

☆ Fort Worth ..... 345.0 132.4 25.00  
☆ Amarillo ..... 338.2 129.8 7.25  
☆ Houston ..... 335.4 128.8 50.15  
☆ El Paso ..... 329.4 126.4 9.17  
☆ Dallas ..... 325.5 125.0 44.65  
☆ Waco ..... 320.0 122.8 6.22  
☆ San Antonio ..... 307.5 118.0 25.75  
☆ Beaumont ..... 304.0 116.7 7.43  
☆ Wichita Falls ..... 298.5 114.6 6.38  
☆ Corpus Christi ..... 285.8 109.7 8.96  
☆ Austin ..... 267.3 102.6 9.74  
Galveston ..... 237.1 91.0 7.00

## Utah

☆ Ogden ..... 350.0 134.4 6.21  
☆ Salt Lake City ..... 283.2 108.7 18.35

## Vermont

Burlington ..... 248.0 95.2 4.47

RETAIL SALES AND SERVICES  
(SM Forecast for January, 1948)

City City \$  
Index Nat'l Millions

## Virginia

☆ Portsmouth ..... 355.0 136.3 5.82  
☆ Norfolk ..... 311.8 119.7 17.55  
☆ Newport News ..... 290.0 111.3 5.43  
☆ Roanoke ..... 268.2 103.0 8.82  
Richmond ..... 261.7 96.6 27.27  
Lynchburg ..... 226.5 86.9 4.35

## Washington

☆ Tacoma ..... 324.3 124.5 16.03  
☆ Seattle ..... 295.0 113.2 58.74  
☆ Spokane ..... 292.5 112.3 17.05

## West Virginia

☆ Huntington ..... 287.0 110.2 7.25  
Charleston ..... 245.7 94.3 9.50  
Wheeling ..... 227.4 87.3 6.85

## Wisconsin

☆ Green Bay ..... 313.7 120.4 6.17  
☆ Madison ..... 292.8 112.4 10.54  
☆ Milwaukee ..... 287.0 110.2 77.50  
☆ Sheboygan ..... 286.4 109.9 4.25  
☆ La Crosse ..... 282.0 108.3 4.96  
☆ Superior ..... 262.1 100.6 3.75  
☆ Manitowoc ..... 261.6 100.4 3.00

## Wyoming

Cheyenne ..... 287.6 110.4 3.30

**WINSTON-SALEM**  
**LEADS IN PER CAPITA**  
**BUYING INCOME!**



**Highest in the South's**  
**No. 1 State!**

Winston-Salem has the highest ratio of buying income to population in North Carolina (\$4,854.00 per family), according to Sales Management "Survey of Buying Power, May 10, 1947.

One more powerful reason why Winston-Salem is a "must" market for advertisers with something to sell!

WINSTON-SALEM TWIN CITY  
**JOURNAL and SENTINEL**  
MORNING SUNDAY EVENING  
National Representative: KELLY-SMITH COMPANY

## WHY OVERLOOK 10 BILLION \$\$\$ WORTH OF SALES!

Wake up! 15 million American Negroes buy food, drinks, drugs, cosmetics, other products. They have 10 billion dollars to spend! Tell them what you have to sell. The best way is through Race publications, the Negroes' own newspapers and magazines. Through them you make friends with the most loyal customers in the world. Tremendous profits are made through advertising to this great and growing market. For full details write **Interstate United Newspapers, Inc., 545 Fifth Ave., N. Y.,** serving America's leading advertisers for over a decade.

**NOTE:** We now have facts compiled by the Research Co. of America on brand preferences of Negroes from coast to coast, the only study of its kind ever made. Write now for this free information.

### ★ TOP FLIGHT SALES MANAGER WANTED

• This is a big job—with the largest air conditioning and refrigeration firm in the South. Exclusive franchises on many nationally advertised products. Complete staff of engineers, trained salesmen and service men. Excellent dealer set-up. You will live in Florida—earn a good income now and excellent prospects for the future. Inquiries confidential. Interview will be arranged. State qualifications in letter to: Sales Manager, P.O. Box 2971, Tampa, Florida.



**FREE!** Increase readership of your ads with LIFE-like EYE-CATCHER photos. Nothing like them anywhere. Used by biggest advertisers. 100 new subjects monthly. Mat or glossy print plan at small cost. Write for new FREE proofs #104. No obligations.

EYE-CATCHERS, Inc.  
10 E. 38 St., New York 16

**SALES MANAGER.** Old established firm manufacturers of builders hardware and specialties offers exceptional opportunity to aggressive young man may now be assistant and looking for a chance to do bigger things. Age 45 or under. Salary 350 to 500 per month plus commission and chance to purchase stock after he proves himself. Write fully. Box 2505, c/o Sales Management, 386 Fourth Ave., New York 16, N. Y.

### MAGIC WORDS That Sell by Mail

Let us put to work for you certain "magic" words that get maximum orders for meritorious products. We are a fully recognized advertising agency with a staff of top-flight mail order specialists. Established 1926.

**ARTWIL COMPANY, Advertising**  
24B West 48th Street New York 19, N. Y.  
MEdition 3-0813

### EXECUTIVES

\$5,000-\$25,000 Caliber

- Through our nationwide Service we negotiate for the better positions with well-established companies in all industries. Your personal requirements met by individual procedures. Strict confidence assured. Details on request.
- Japan Executive Personnel & Research Service, 222 Porter Building, Kansas City 2, Mo.

## Tips



### Spotlight on Market Research:

Just what, now, is the relationship of marketing research to the puzzle of prices and productivity? In a talk given before the Market Research Council, Dr. G. Rowland Collins, Dean of New York University's Graduate School of Business Administration, presented what he considers to be the five objectives of market research in our economy. His discussion of these avowed purposes, as well as the future of marketing research and its power as a tool for top management, has been reprinted in a booklet titled, "Some Economic Implications for Marketing Research." It has been made available through the courtesy of Stewart, Dougall & Associates. Write them at 30 Rockefeller Plaza, New York 20, N. Y.

**"Sealing."** The shipment of an improperly sealed fiber container is unfair to the shipper, the consignee, the box-maker and the carrier. And this "little textbook" on the sealing of corrugated and solid fiber containers demonstrates how easy it is to seal a case properly when you know how. The publication, written by J. D. Malcolmson, director of products development, Robert Gair & Co., Inc., is a complete revision of the previous edition reviewed in the Tips column. It covers containers sealed with adhesives—both by hand and automatically—gummed paper tape, metal stitches and staples, and metal straps or wire. The booklet is free for the asking from Robert Gair Co., Inc., 155 E. 44th St., New York 17, N. Y.

### Baking Powder, Beans, and Birdseed . . .

The first post-war study in Dell Modern Group's series on usage of foods, household products and appliances among its two-and-a-half million reader families has just been published. The survey indicates brand preferences since 1936 in 59 classifications. Figures are presented in three separate tables for each product: percent use by years, by city size, and by family income. Hershey bars lead the candy parade

of preferences, with Heinz on top with its catsup, Maxwell House the number-one choice among coffee brands. Philco's the leading brand among radios, General Electric among refrigerators, Scott tissue among toilet tissues, Ivory among laundry soap bars, Red Heart among canned and packaged dogfoods. This 10th Annual Survey of Homemaking is ready for distribution to advertising and marketing men. Send your requests for the survey to the Dell Publishing Co., Inc. Their address: 149 Madison Ave., New York 16, N. Y.

**Just Beer . . .** Of 1,606 housewives interviewed in four cities, 61% reported purchases of beer for home use. Package stores were mentioned as the source by 91% of housewives in multi-city Boston, by 62% in metropolitan Philadelphia, by 2% in Buffalo-Niagara Falls, by 29% in Cincinnati. Grocery or delicatessen stores were mentioned by only 6% in Boston, by 89% in Buffalo-Niagara Falls, 42% in Cincinnati—and not mentioned at all in metropolitan Philadelphia. A folder giving survey facts from National Transit-ads' study of the home market for beer has been released. Address the company at 400 North Michigan, Chicago 11, Ill., for your copy of the publication.

**Timely Tips:** For employers who are seeking a simple, quick way of explaining the Taft-Hartley law to their employees, *Mill & Factory* has prepared a booklet, "How the Labor-Management Relations Law Affects the Individual Employee," as well as a poster for mounting on bulletin boards or for reproduction in employee publications. Send requests to *Mill & Factory*, 205 East 42nd St., New York, 17 N. Y. . . . Want to check up on your dealers' activities? your merchandising program? your advertising? your publicity? If so, you might be interested in sending for a copy of "Research Services," published by the Advertising Checking Bureau, Inc., and explaining 12 types of research services available. Address W. B. Katzenberger at 538 South Clark St., Chicago 5, Ill. . . . The latest edition of the "Handy Helper," a guidebook for shipping rooms, has been published by Diagraph-Bradley Industries, Inc. It covers correct export packaging procedure, rules and regulations on marking for both export and domestic markets, etc. Write to the company for your copy at 3755 Forest Park Blvd., St. Louis 8, Mo.

SALES MANAGEMENT

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## SALES MANAGER

One of the South's leading Radio and Appliance Distributors has opening for high type Sales Manager. Prefer man with experience in Radio and Major Appliance wholesaling. Opportunities unlimited for the right man. Give experience and references. Box 2506, Sales Management, 386 Fourth Ave., New York 16, N. Y.

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Has organized and managed large department which he now heads as officer in one of country's leading corporations . . . Responsible for developing merchandise and institutional advertising programs in all media, working with distributors and dealers. . . Experienced in public relations affecting consumers, employees, stockholders, community interests, the trade, and the press. . . Familiar with market and opinion research.

National reputation based on ability to create and present practical ideas in the art of public persuasion. . . Many-time winner of awards for quality of own work and that of agencies which he inspired. . . Believes advertising and public relations together should represent voice of management in working for product acceptance and increased company prestige.

Has thorough knowledge of household equipment and appliance industries, but would be interested in permanent connection with any progressive concern . . . Has secure position, but wants more active opportunity. . . Highest testimonials from present management and recognized authorities. . . All communications confidential. . . Write—

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NEW YORK

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# COMMENT

## THERE'S HELP HERE FOR YOU!

You're worried. Of course you are. You're worried about inflation and what to do to stop it. You're worried because it's so hard to get good teamwork between men and management. You're worried because men—listening to false prophets—want to work too little for too much. You're worried about a lot of things upon which our economic future depends.

Let's boil it down. The thing that worries you is this: People decide wrong because they don't have good enough information. If people understood the basic economics that shape their jobs and their lives, they would see where we are headed and *do something about it*.

They would listen to no more lies from disturbers. They would stand for no more Government pap. They would work *with* employers who work honestly with them; against only those unwise or crooked employers who fail to realize that any company's greatest asset is its *people*. They would deliver a full day's work for a good day's pay. Frugality would return. Our national economic future would brighten. But people must *understand* before they can decide right.

Many of you business leaders understand and think straight, but too many of you have been sitting there dumb. You've said to us "How in the name of the Almighty can we tell our people so they'll get it?"

• • •

General Electric is doing something about that. It is trying to tell *its* people. If you are wondering how to start trying, turn to General Electric. L. R. Boulware, Vice-President, Employee Relations, 570 Lexington Ave., New York, may furnish you with down-to-earth messages GE is using about jobs, about profits, about housing, about the reasons for the high cost of food, about a growing list of subjects on which masses of people have got to think straight right now if we are to avoid future chaos. *You* can use these messages.

Furthermore, Mr. Boulware probably will tell you of the GE plan for talking through supervisors directly, personally and more or less expertly to men and women in shops and offices about their daily work. It's a plan for straightening out any man's thinking about his job and his company. It's a plan, too, that can help any company straighten out *its own* thinking about making jobs good. In a word, it's a plan to build teamwork.

This activity is new in General Electric. Lem Boulware who heads it moved over only last July from Vice-President and General Manager of GE's Affiliated Manufacturing Companies Department to be VP, Employee Relations. It's a different kind of employee relations; but it's the same type of research, improvement and selling that every company uses for its products.

General Electric started out to learn not only what its employees think of the Company but also what they understand or misunderstand about the opportunities and limitations of their jobs. Some of their ideas were cockeyed, thanks to untruths and half-facts planted by labor leaders and outsiders. It was plain the Company had not been able—or wise enough—to reach its people with its own

story. Some of the employees' ideas made good sense and proved there were many ways in which GE jobs could and should be improved.

Obviously, GE first needed to go in for job improvement. Then it needed to give its 197,000 people more and more better facts on which to base their decisions in the job field—and in the economic field as well. For, despite the Company's findings that its employees often thought they had "the best job in town," still they somehow just didn't like some things about the national economic setup under which GE and the rest of American industry operates.

GE then began to develop an activity by which it improves jobs and *tells the people about it*. It also collects and distributes accurate information about economic problems that puzzle its employees. It reaches its people by two methods: (1) Personal contact by supervisors; (2) the printed word.

• • •

Personal contact began right at the top with President C. E. Wilson. He called in all his vice-presidents and explained the plan, its objectives and its detail. Each of these "supervisors" called in *his* next in command and did the same thing. This procedure is fanning out through the company—"1 to 5 or 25," one supervisor to five up to 25 direct subordinates. Instruction deepens as the story works its way through the whole structure of GE.

Finally it gets down to foremen in shops. They are the "retail salesmen" who reach the ultimate "customers" with the sales story of the "product" to most of the 197,000 employees.

The 12,000 or so foremen meet in groups two or three times a week for various purposes. One major purpose right now is to instruct them in using the new GE "Supervisors Guide"—120 pages of straight information. The book covers the nine ways in which GE tries to make a job *good* for a man and the four things it expects in return (the man's full skill, his conscientious care, a full day's effort and his prompt, regular and agreeable attendance.) It lists "likes" and "don't likes" about GE jobs, collected in job research, together with full, correct and honest answers. Foremen learn to pass this along soundly and sensibly to their men.

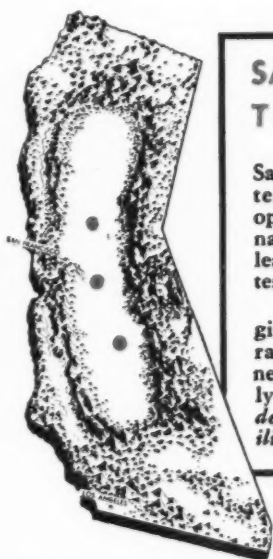
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Then there is the printed word. GE knows the economic problems of the day that are—or ought to be—thought out clearly by its people, and by *all* people. Mr. Boulware's department prepares brief, clear, simple messages dealing with them. These are run as advertisements in plant newspapers, in other newspapers too, and in mailings not only to GE people but to a long list of public officials, educators and other "thought leaders."

This is where *you* come in. It strikes us GE is doing a good job of showing people how to think straight. *You* can do the same kind of job—with GE material for your own signature if you ask for it . . . and *use* it. It can help you build better teamwork between management and people. That's essential if we are to have a sound economic future.



...like California without the  
**BILLION DOLLAR VALLEY OF THE BEES**



**SACRAMENTO VOTED  
 TOP TEST MARKET**

Sales Management's 1947 survey of test markets shows that in the opinion of agency space buyers and national advertisers, Sacramento leads the entire country as a good test market!

Naturally one of the reasons given for choosing prosperous Sacramento was "good coverage by newspapers." That's putting it mildly—*The Sacramento Bee* is home delivered to 9 out of every 10 families in the ABC city zone.

Are you doing a good business in California's *Valley* market? You should be, because retail sales there keep climbing all the time. In fact, total annual retail sales for the Billion Dollar Valley now top San Francisco's by a whopping 250 Million.\*

Yes, this is a fast-growing market. But, remember, it's also an *independent* market—separated by distance and by local interests from the coastal areas.

Consequently, to reach and to sell Valley people you need strong *local* newspapers. Put *The Sacramento Bee*, *The Modesto Bee* and *The Fresno Bee* to work for you. This trio of McClatchy papers reaches far more people in California's Billion Dollar Valley than *any* competitive combination, local or West Coast.

**McCLATCHY NEWSPAPERS**

\*Sales Management's 1947  
 Copyrighted Survey

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 THE MODESTO BEE  
 THE FRESNO BEE**

In Chicago there's an easier way...with results the same day



to reach Chicago women  
do as retailers do-  
use the Chicago Tribune

Department stores invest more of their promotion budgets in the Tribune than in all other Chicago papers combined. October average net paid total circulation: Daily, over 1,025,000; Sunday, over 1,600,000. Rates per line per 100,000 circulation are among the lowest in America.



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